## MODEL PROJECT FROM THE CITY OF TUPELO FIRE DEPARTMENT

Marc Flanagan, Fire Chief

#### **Benefit to the Agency**

"As a municipal employee, my goals and expectation of the Certified Public Manager's program are not based on a merit increase or benchmarks, but are strictly to improve my management and leadership ability. I have not rushed through the program, but have taken time to implement what I have learned and evaluated the outcome. We are blessed to have a State supported program such as this that exposes us to highly professional instructors and allows us to network with our peers. I contribute much of my growth as a leader and manager to things learned while attending the CPM sessions and to research required to complete each level. I fully support and recommend the CPM program to all managers that have a desire for their organization to flourish."

~Mark Flanagan, Fire Chief, City of Tupelo

## QUALITY IMPROVEMENT FOR THE TUPELO FIRE DEPARTMENT (Level 4 Project)

Author: Mark Flanagan

#### **Project Synopsis:**

For a service organization, quality is vital, especially if the service that you provide is saving life and property. After being appointed to the position of fire chief for the City of Tupelo in September of 2004, I set goals for myself and the department. One of my goals was to improve the leadership and management within the department. One of the luxuries that I had was that I had been the Training Officer and the Deputy Fire Chief prior to my appointment. Both of these positions offered me the opportunity to tactically develop the personnel of the Fire Department, but what needed developing more than any thing was the management and leadership ability of my mid level supervisors. Therefore, the challenge for me was to improve the quality of service for the internal customer. What makes that challenging is that most of the people that are in supervisory positions have never supervised before or were never instructed in the proper supervisory practices.

#### **History:**

Since 1905, the Tupelo Fire Department has worked diligently to fulfill our simple mission statement. From fighting fires to providing directions, we attempt to solve problems when possible.

Daily activities include answering a wide variety of emergency calls as well as providing fire and safety education opportunities. Our safety education programs include station tours, site visits, speakers for clubs or meetings, even group demonstrations at our award winning fire/rescue training center. Other fire prevention projects include our smoke detector program. Over 1500 smoke detectors have been provided for members of our community at no cost. This has been accomplished through private donations and grants. The program has recently expanded to include smoke detectors for the hearing impaired. We also serve as the host agency for Lee County SafeKids Coalition, a foundation providing a wide range of childhood injury prevention programs and child safety seat inspections.

The Department operates seven stations, running seven Emergency-One Pumpers, a Rescue, a Truck Company (1998 Emergency-One) and a 2001 Pierce Special Response Unit. We have a total staff of 87 employees including; 81 in the Emergency Services Division, 3 in the Special Services Division, which includes a Training/Safety Officer, Fire Investigator and Fire Inspector, plus administrative officers and staff. The Tupelo Fire/Rescue Training Center and the cooperative effort of many City employees and Departments brought statewide recognition to Tupelo by winning the Overall Excellence award sponsored by the Mississippi Municipal League and the Clarion-Ledger. We provide fire suppression and basic life support EMS services (no transport), along with a trained and equipped special operation group of Dive Rescue Specialists, Hazardous Materials Technicians, Confined-Space and Rope Rescue Specialists. We are also a WMD Regional Response Team for the State. We were also featured in several national ad campaigns for Emergency-One.

#### Mission:

We help people.

## MODEL PROJECT FROM THE MS DEPARTMENT OF BANKING & CONSUMER FINANCE

Mr. John S. Allison, Commissioner

#### **Benefit to the Agency**

"In any State Agency, your only true asset is its employees. Therefore, a well-trained employee becomes a more valuable asset. We encourage our employees to continue training at all levels, particularly through the CPM Program. CPM offers course work that allows the employee to become well versed in practical aspects of governmental administration, thus allowing our Department to offer the very best services to our 'clients'."

~John S. Allison, Commissioner, Mississippi Department of Banking & Consumer Finance

## QUALITY IMPROVEMENT PLAN TO DEVELOP STRATEGIC PLAN WITH FIELD STAFF INPUT

(Level 4 Project)

Author: Charlotte N. Buchanan

#### **Project Synopsis:**

The Department of Banking and Consumer Finance (DBCF), State of Mississippi, is committed to providing quality supervision and regulation to those institutions, persons, firms, corporations, and associations furnishing financial services, as authorized by statute, to the people of Mississippi. The Banking Division, which I oversee, is charged with direct supervision of State chartered banks, credit unions, and trust companies. This supervision is accomplished jointly through oversight and guidance of the office staff and regular examinations by the field staff. The DBCF operates with a 5-year Strategic Plan submitted annually with the Budget to the Legislative Budget Office. Traditionally, the Strategic Plan is developed by the Commissioner for the entire agency. Currently, there is not a detailed Strategic Plan for the Banking Division. I propose to improve the quality of the plan through involving office staff and field examiners in the development of the plan and incorporating measurable goals and action plans. I will implement the process through a Strategic Planning meeting where we will develop a 5 year Strategic Plan for the Banking Division of DBCF.

#### **Author's Perspective:**

"To date, the CPM Program has enhanced my leadership and managerial skills by encouraging and teaching best practice management techniques. The Program is a valuable source of information that builds professionalism in public management."

~Charlotte N. Buchanan, MS Department of Banking & Consumer Finance

#### **History:**

Supervision of banks in Mississippi from the turn of the century until 1913 was mainly confined to reporting requirements as prescribed by the State Auditor. Since those early beginnings of supervision, verification of accounts was considered one of the primary functions of the Department through today where the entire institution is scrutinized for soundness of operations, accounts and even management. For various reasons over the years since 1913, the Department has been referred to as the Board of Bank Examiners, the State Banking Department, the Department of Bank Supervision and the Department of Banking and Consumer Finance. The current Department of Banking and Consumer Finance was so named in 1980, having all functions transferred from the Department of Bank Supervision. Pursuant to MCA § 81-1-59, the Department of Banking and Consumer Finance is solely charged with the execution of all laws relating to corporations, carrying on banking business in the State of Mississippi.

The primary functions of the Department of Banking and Consumer Finance are to ensure the safety and soundness of the financial institutions chartered under the state authority and to monitor compliance of the financial industry with governing laws and regulations. The Department also serves as a regulatory interpreter for the institutions supervised and considers various applications for charters, branching, licensing, or other permissible activities within the financial industry. In addition, the Department must provide leadership in banking and all other industries regulated as well as provide information and guidance to banks and licensees, the State Legislature, federal regulators, trade associations, consumer groups, and other state agencies, while pursuing actions which will help to supervise effectively the financial industry, serve its customer base and the people of Mississippi.

The Department's overriding philosophy is to provide the highest quality regulation and supervision as efficiently as possible so as not to overburden financial industries with the cost of regulation. The examination procedure is an important and legislatively mandated part of our activities; however, it is our role to supervise and regulate entities, not merely to examine them. Supervision requires that the Department take an active role in any changes to the financial industry structure and initiate, as well as respond to, any changes in that structure. In 1996, the Department of Banking and Consumer Finance became fully accredited by the Conference of State Bank Supervisors and currently maintains the highest level of national accreditation.

#### Mission:

The Department of Banking and Consumer Finance, State of Mississippi, is committed to providing quality supervision and regulation to those institutions, persons, firms, corporations, and associations furnishing financial services, as authorized by statute, to the people of Mississippi. The Department also gives cooperative assistance to any individual, institution, industry, or other regulatory agency within the scope of our responsibilities. The staff of the Department is fully aware that courteous professionalism is not a goal, but the minimum acceptable standard of performance in carrying out the duties and responsibilities of the Department.



# MODEL PROJECT FROM THE MS DEPARTMENT OF CORRECTIONS Mr. Christopher B. Epps, Commissioner

#### **Benefit to the Agency**

"I am extremely proud of the MDOC employees who participate in the CSM/CPM Program. It is an in-depth useful application of sharpening skills and improving management proficiency. This program equips employees with the tools necessary in making tough decisions and providing topnotch results in management. I have clearly seen the difference in how program graduates approach a complex problem or a multifaceted project and how they delve into handling those issues in the utmost professional manner. The CPM Program is a wise productive investment into professional development."

~Christopher B. Epps, Commissioner, Mississippi Department of Corrections

# EXPLORE AVAILABLE OPTIONS FOR AUTOMATION OF EMPLOYMENT VERIFICATION: OVERCOMING THE POTENTIAL BARRIER: UPPER LEVEL MANAGERS/DEPARTMENT HEADS BUY IN (LEVEL 5 PROJECT)

Author: Arleatha Williams

#### **Project Synopsis:**

Providing superior customer services is a desired goal and great concern for the Mississippi Department of Corrections, Human Resources Department. A good starting point in achieving this goal is modification of the current employment verification process to ensure that all verifications are completed in an accurate and timely manner.

The Agency's Personnel Departments in each region are responsible for completing employment verifications requests received from various state and federal agencies, private companies, lenders, vendors, etc. Currently, the verification procedure does not permit any information to be provided via telephone, even though the majority of the initial requests are made by telephone. In addition, employment verification is a task shared by several persons within the departments. All requests must be mailed or faxed to the appropriate office to await a written response by mail. This process can take up to 2- 4 days.

A proposal for an automation system that would provide a means to obtain basic employment information without delay was presented for consideration. One possible barrier to implementation was buy in or approval from upper level managers/departments. To overcome

this potential barrier, research was conducted on various employment automated systems, a survey was developed and administered to the four (4) Personnel offices, and informal and formal presentations were made to upper level management. Following the information provided and the presentations, upper managers/department heads favored an automated system and requested further research and analysis before presenting to the Agency Head.

#### **Author's Perspective:**

"Being a participant of the CPM Program has been a valuable and rewarding experience for me. I have not only gained the knowledge and skills that are absolutely necessary to become a successful and effective manager, but also the confidence in knowing that I can be one."

~Arleatha Williams, MS Department of Corrections

#### **History:**

The Mississippi Department of Corrections (MDOC) was established by the Mississippi State Legislature in 1976 (Section 47-5-1 of the Mississippi Code). Mississippi has operated a correctional system for more than 160 years, with the first prison opening in Jackson on April 15, 1840, on what is now the site of the New Capitol Building. The MDOC protects public safety by providing care, custody, control and treatment of convicted felons..

#### Mission:

The mission of the Mississippi Department of Corrections is to provide and promote public safety through efficient and effective offender custody, care, control and treatment consistent with sound correctional principles and constitutional standards.

# MODEL PROJECTS FROM THE MS DEPARTMENT OF ENVIRONMENTAL QUALITY Ms. Trudy D. Fisher, Executive Director

#### **Benefit to the Agency**

"Management training is a critical component of making the most out of MDEQ's most important resource--our staff. The CPM Program provides a solid foundation of training upon which our managers can build a skill set for dealing with daily issues. Cultivating managers not only improves leadership in our agency, but also improves leadership for Mississippi."

~Trudy D. Fisher, Executive Director, Mississippi Department of Environmental Quality

## AUTOMATION OF THE AIR EMISSION INVENTORY DATA PULL – A PILOT PROJECT

(Level 3 Project)

Author: Mary Evelyn Barnes

#### **Project Synopsis:**

During the past 8 or 9 years, the Emission Inventory Group has been supplying air pollution emissions data (i.e., tons per year of criteria air pollutants) to consultants/companies that model air pollution emissions. Supplying the emissions data has taken several employees for the past 8 or 9 years: one employee to supply maps of the radius/area of interest, several employees would verify if facilities in the data pull had updated emissions in the Air Division database and one employee to do the data pulls from the database. That same employee would usually send the data electronically to the requesting entity. There was a need to streamline this process so that fewer employees were required and less time was spent fulfilling the entire task of doing the emission inventory data pull and sending to the requesting entity. Software development seemed to be an appropriate solution for the streamlining process. Through the involvement of different divisions within the agency, the first module of the new software has been completed (including viable output files) and rest of the software development is moving forward. Output from first module of the software has been delivered to users and had decreased the number of staff hours required to complete the data pulls.

#### **Author's Perspective:**

"The CPM program provides valuable tools for development of management skills (e.g., Myers-Briggs personality types and application of Stephen Covey's "Seven Habits of Highly Effective People").

As I collaborated with different divisions within the DEQ and contractors on the CPM project, the DEQ staff and contractors demonstrated their continuing dedication to professionalism and technical support. When I received the support and encouragement from other CPM program participants, it inspired me to strive for higher goals.

I am grateful for the opportunity to participate in the CPM program and I will encourage other state employees to participate in the CPM program as well. I would like to thank the SPB/CPM staff, instructors and evaluators for their guidance during classes and during development of the CPM project. Ms. Sledge and Ms. Hunsicker were extremely helpful in the final stages of the CPM project."

~Mary Evelyn Barnes, MS Department of Environmental Quality

## BEST PRACTICE TAPE BACKUP PROCEDURES FOR DATA BACKUP AND RECOVERY

(Level 4 Project)

Author: David H. Cobb

#### **Project Synopsis:**

The Office of Land and Water Resources (OLWR) within the Department of Environmental Quality (DEQ) consists of five divisions and forty employees each utilizing the latest computer and environmental technologies the respective fields require. The OLWR technologies consist of multiple file servers, multiple operating systems, relational databases, customized software, personal PCs, laptops, GPS units, surveying equipment, and remote data collectors. All data from the office's endeavors are stored and maintained in large relational databases (Oracle) and served out via a local area network. The OLWR employs one Information Technology (IT) professional who is responsible for each facet of IT duties, including data backup and recovery efforts. Due to the recent loss of IT staff, the growing size and importance of our data and applications to our employees and our customers, I am examining the need to rethink our current backup and recovery strategy. Given the ever-present potential for disaster (flood, fire, power surge) to our electronic data and applications at the MDEQ office site, I intend to design and implement a more comprehensive, organized, and less time-consuming approach for this critical duty. The barriers that may impede my progress toward streamlining and improving our disaster recovery practices include, finding the time to design a new system, the willingness of a non-IT employee to act as a backup in my absence, and the potential costs associated with the purchase of hardware, software, and tapes.

#### **Author's Perspective:**

"The CPM program is an excellent way for Mississippi's government workers to keep pace with contemporary management thinking, styles and techniques. I have found the program to be an excellent investment of my time and that of my agency's."

~David H. Cobb, MS Department of Environmental Quality



# IMPROVING ACCURACY OF MDEQ OZONE FORECASTING PROGRAM FOR THE MISSISSIPPI GULF COAST (Level 3 Project)

Author: Jerry Beasley

#### **Project Synopsis:**

The Mississippi Department of Environmental Quality along with some of the largest employers of the Mississippi Gulf Coast agreed to create and participate in the Mississippi Gulf Coast Voluntary Ozone Precursor Reduction Program. This program was created in 2002 to assist the Mississippi Gulf Coast to meet the National Ambient Air Quality Standard (NAAQS) for 8-hour average ground-level ozone. The Gulf Coast employers who participate in the program have submitted ozone precursor reduction plans to be implemented on Ozone Action Days. MDEQ agreed to provide ozone forecasts to the employers that would predict when these Ozone Action Days would likely occur based on weather forecasts. MDEQ developed an ozone forecasting program in 2002 to accomplish this task.

There are several reasons why it is important that the Mississippi Gulf Coast counties attain the 8-hour average ozone standard. If any ozone monitor in the three counties fails to attain the standard, no additional Nitrogen Oxides (NOx) or Volatile Organic Compounds (VOC) emissions would be allowed in the area unless there were corresponding reductions by other emitters of these pollutants. These pollutants photochemically react in the presence of sunlight and heat to produce ozone. These pollutants are produced by combustion, as well as a number of other sources. Because many industries produce these emissions, economic development would be severely curtailed in the area. Also, because vehicles produce these emissions, no new major highways could be built in the area unless it was shown that the highway would not increase these emissions in the area. In addition, MDEQ would be required to develop a State Implementation Plan that would mandate emission reductions by the emitters of these pollutants in the area. Therefore, it is in the best interests of the Mississippi Gulf Coast to attain the ozone standard.

Because of the costs incurred by these employers to implement their emission reduction plans, it is imperative that the ozone forecasts be as accurate as possible, in order to minimize false alarms. The purpose of this project is to optimize the ozone forecasting accuracy by evaluating our current tools used to accomplish this task, determine if other tools are needed, and if so, obtain or create those tools, if possible.

#### **Author's Perspective:**

"The CPM program is providing me with administrative and supervisory recommendations and ideas that I have not received from any other program. This is helping me become a better supervisor and coordinator."

~Jerry Beasley, MS Department of Environmental Quality



## MISSISSIPPI GROUNDWATER PROTECTION TRUST FUND REIMBURSEMENT POLICY - CONVERSION FROM COST PLUS FIXED-FEE BASED REIMBURSEMENT (Level 5 Project)

Authors: Andy Dyess and Karen Stephens

#### **Project Synopsis:**

The Underground Storage Tank (UST) Branch administers a state trust fund, the Mississippi Groundwater Protection Trust Fund (Trust Fund). Monies from the Trust Fund are used to reimburse eligible tank owners for expenses incurred while evaluating and cleaning up environmental problems associated with motor fuel releases into the soil and/or groundwater. The cost plus fixed-fee based funding approval and reimbursement method we used required extensive annual audits of environmental firms, was not easily understood by most customers, and, it created inequity in payments between the environmental firms. Our objective was to create a more effective, efficient, and equitable method of reimbursing tank owners. We chose a time and materials not-to-exceed funding approval and reimbursement method. After implementation, the method gained wide acceptance from all customers. Staff experienced fewer problems with the new method, found that it reduced the workload, and, reimbursements to tank owners and subsequently the environmental firms are equitable.

#### **Author's Perspective:**

"The MCPM Program and its outstanding staff and instructors have been instrumental in my development as a public manager and especially, my interpersonal communication and leadership skills. Anyone would greatly benefit from this program."

~Andy Dyess, MS Department of Environmental Quality

#### **Author's Perspective:**

"The MCPM Program has provided me with many valuable tools I can utilize in my daily job functions. The extensive training has also provided me with knowledge that continues to help me develop and grow as a manager."

~Karen Stephens, MS Department of Environmental Quality

#### **History:**

The Mississippi Commission on Environmental Quality is empowered to formulate Departmental policy, enforce rules and regulations, receive funding, conduct studies for using the states resources, and to discharge its duties, responsibilities and powers as necessary. The Commission's seven members are appointed by the Governor. The Permit Board was created in 1973, to issue, modify, revoke or deny Mississippi permits and certifications administered under the Clean Water Act, Clean Air Act, the Resource Conservation and Recovery Act, the Surface Mining Control and Reclamation Act, state mining laws, and state water resource control laws. The membership of the Permit Board is set by statute. In the 1989 Legislative session, the Department of Environmental Quality was established to replace the Department of Natural Resources. The Governor appoints the Executive Director of the Department. The Department of Environmental Quality is currently organized into the following offices: Office of Geology, Office of Land and Water Resources, Office of Pollution Control, and Office of Administrative Services.

#### Mission:

The mission of the Mississippi Department of Environmental Quality is to safeguard the health, safety, and welfare of present and future generations of Mississippians by conserving and improving our environment and fostering wise economic growth through focused research and responsible regulations.

### MODEL PROJECTS FROM THE DEPT. OF FINANCE/ADMINISTRATION – MS MANAGEMENT & REPORTING SYSTEM Ms. Cille Litchfield, Chief Systems Information Officer

## Benefit to the Agency

"The Certified Public Manager (CPM) Program continues to benefit the Mississippi Management and Reporting System (MMRS) in the development of leaders for mission critical projects particularly in the administrative side of government. Often we are seen as "overhead". As a result, the MMRS staff is expected to be innovative as well as attentive to costly operational models to ensure that we are providing solid support at the least possible cost in the area of administrative, financial, procurement, and human resource infrastructure. CPM is a key tool in the development of those leaders as well as a significant resource for learning how Mississippi government works and the roles of agencies large and small – all of which plays into our area of responsibility."

~Cille Litchfield, Chief Systems Information Officer, MS Management & Reporting System

# SCRIPTING OF RECURRING TECHNICAL TASKS AND PROCESSES (Level 4 Project)

Author: Evelyn W. Adams

#### **Project Synopsis:**

The Technical staff members of Mississippi Management and Reporting System (MMRS) perform technical and administrative tasks. These tasks are necessary for the smooth operation and maintenance of daily business within MMRS and their customer base. Their customer base includes all state agencies throughout the state of Mississippi. MMRS is also responsible for supporting and/or working with vendors with whom the state of Mississippi has contracted to do business

It is the responsibility of some technical staff members to perform specific administrative and/or technical tasks on a daily basis. All technical staff members are responsible for performing scheduled tasks. Such scheduled tasks may be daily, weekly, monthly, quarterly, and/or annual. There are some tasks that are not on a specific schedule and are performed as needed.

#### **Author's Perspective:**

"The MCPM Program provides excellent training on the political intricacies and legalities within state government. It promotes the development of basic management and communication skills. It also provides some practical tools to promote individual growth within the workplace." ~Evelyn W. Adams, MS Management & Reporting System

## WEBPROCURE TO SAAS INTEGRATION (Level 3 Project)

Author: Perry E. DuBard

#### **Project Synopsis:**

This paper chronicles the path taken to integrate a state-of-the art web application with an antiquated legacy mainframe application. Included is a description of the Department of Finance and Administration/Mississippi Management and Reporting System's desire to improve the purchasing tools available to Mississippi's state government agencies, a description of those involved and what they did to bring the project to fruition, and the evaluation of the project.

#### **Author's Perspective:**

"The State's CPM Program is a great in-house tool to train today's employees to be tomorrow's managers of state agencies. Bringing in a variety of speakers and instructors allows the students to learn and benefit from a group of qualified and experienced managers and business people. I recommend the CPM Program to anyone seeking a step up to the responsibilities of management."

~Perry E. DuBard, MS Management & Reporting System

#### **History:**

The Mississippi Management and Reporting System (MMRS) is an office of the Mississippi Department of Finance and Administration (DFA). The 1993 regular session of the Mississippi Legislature established MMRS for the purpose of creating and maintaining a central repository of current, accurate, and relevant management information (Section 7-7-3, Mississippi Code of 1972, Annotated as Amended).

In that effort, MMRS is responsible for the development, enhancement, maintenance, and support of several statewide applications that combine to form this central repository of management information.

#### Mission:

MMRS provides timely, accurate financial management and human resource information to state agencies, elected officials, and the public at large.

We prepare for the expanding information needs of the State of Mississippi by using the latest in technological advancements.

We commit to professionally serve the Citizens of Mississippi.



### MODEL PROJECT FROM THE DEPT. OF HEALTH Ed Thompson, MD, MPH, State Health Officer

#### **Benefit to the Agency**

"Among the important benefits of the Certified Public Manager Program are the in-depth understanding of how Mississippi State Government works and the invaluable opportunity to network with managers from other state agencies who may offer new perspectives on approaches to similar management challenges. We have consistently found that our managers who complete CPM gain confidence and concrete management skills that they then use to help move their teams to better performance."

~Ed Thompson, MD, MPH, State Health Officer

# BUREAU OF EMERGENCY MEDICAL SERVICE (BEMS) CERTIFICATION MANUAL (Level 3 Project)

Author: Carrie McFarland

#### **Project Synopsis:**

Providing quality service is an integral part of the Mississippi Bureau of Emergency Medical Service's (BEMS) mission. State law requires BEMS to certify personnel and administer pre-hospital care for the State of Mississippi. BEMS has not fully implemented a written procedural manual to certify an individual and issue credentials in the event a primary certification staff member is not present. Several information gathering and review sessions were conducted with key individuals. The processes involved were documented, and this information was used to develop the BEMS Certification Manual. The manual was evaluated for its accuracy and the required modifications were made. The final product was distributed for use as the standard guideline for certifying EMS personnel. To ensure its accuracy, certification staff will modify the manual to reflect any changes to the system or process on an ongoing basis.

#### **Author's Perspective:**

"Participating in the CPM program has been of tremendous value to my professional and personal development. I was very excited with the Myers-Briggs personality type because it helped me to better understand myself and others, as well as provided me strategies for better communication in a manner to achieve the team's goals with as much harmony as possible. The group activities provided me the opportunity to utilize the techniques and strategies learned in the course content and equipped me with the knowledge and skills for implementation in the workplace."

~Carrie McFarland, MS Department of Health

#### **History:**

The MSDH was created by the state legislature in 1877. In the mid-1970s, the state was divided into six public health districts to supervise most of the county health departments. In 1980, the number of public health districts was increased to nine, covering the entire state, with a district administrator for each one.

#### Mission:

The Mississippi Department of Health's mission is to promote and protect the health of the citizens of Mississippi.

# MODEL PROJECT FROM THE DEPARMENT OF HUMAN SERVICES Mr. Donald Taylor, Executive Director

#### **Benefit to the Agency**

"The agency recognizes and endorses Mr. Mark Johnson's efforts to complete the CPM program. The knowledge and skill gained through his participation in the program will serve to enhance his professional development."

~Joseph Broger, CPM Coordinator, Mississippi Department of Human Services

## FINANCE FREQUENTLY ASKED QUESTIONS (Level 5 Project)

Author: Mark W. Johnson

#### **Project Synopsis:**

Communication between Finance and other areas of any agency are often strained, simply because the financial functions are outside the normal operations of anyone who does not deal with them. Improved communications should result in better information and documentation flowing to Finance, and quicker turnaround of processes due to the increase accuracy of materials provided. In order to improve this interdivisional communication, my plan was to develop one or more Frequently Asked Questions (FAQ) document(s), to be provided to agency personnel for guidance. I developed a FAQ for travel, which I personally process, and requested that the staff members who process payables and receivables do the same for their areas. I organized the material they provided and returned it to them for review, then submitted all of the material for their review. The travel FAQ is currently on the agency intranet and the other FAQs have been submitted to the Assistant Chief of Staff for final review and instructions to place on the intranet for agency-wide use.

This project is being proposed to establish the needed requirements as requested by the governing board for my agency. This set of requirements will detail the expected information to be submitted with the formal request allowing for a quick and seamless transition of the necessary work related to these projects. With the proper documentation, these projects should continue to exist and provide the needed outcome while assisting to ensure an appropriate level of success. This set of requirements should be considered a living document that can be altered as processes change to meet each agencies' requirements and to allow for changes to correct any new issues that may arise.

#### **Author's Perspective:**

"The MCPM Program has provided a wealth of knowledge, as well as a connection to other parts of government and significant networking opportunities. Application of the CPM education has greatly enhanced both my ability to function effectively as a manager and my value to the organization."

~Mark W. Johnson, MS Department of Human Services

#### **History:**

The Mississippi Department of Human Services (MDHS) was established in 1989 as part of Governor Ray Mabus' Executive Branch reorganization for consolidation of related services under one agency. MDHS delivers over 50 human service programs to 25% of Mississippi's population and is one of the largest agencies in state government with over 4000 employees. MDHS maintains offices in all 82 counties. The Mississippi Department of Human Services is a primary link between families and individuals with specific needs vital to their survival and the services available to meet those needs. The department is composed of: Social Services Block Grant; Division of Child Support Enforcement; Office of Policy and Special Initiatives; Division of Economic Assistance; Office for Children and Youth; Division of Community Services; Division of Aging and Adult Services; Division of Family Children's Services; Division of Support Services; Division of Management Information Systems; Division of Program Integrity; and Office of Public Information.

#### Mission:

The mission of the Department of Human Services is to provide services for people in need by optimizing all available resources to sustain the family unit and to encourage traditional family values thereby promoting self-sufficiency and personal responsibility for all Mississippians.



### MODEL PROJECT FROM INFORMATION TECHNOLOGY SERVICES Mr. David Litchliter, CPM, Executive Director

#### **Benefit to the Agency**

"The Mississippi Department of Information Services (ITS) has been a supporter of the Certified Public Manager Program since its inception. The Program provides a great opportunity for government managers to sharpen their skills in the area of supervisory management and allows the participants to learn from and appreciate the management issues that are faced by their peers in other government agencies. The instructors and curriculum are top-notch!"

~David Litchliter, CPM, Executive Director, MS Dept. of Information Technology Services

# DOCUMENTATION OF REQUIREMENTS FOR INSTITUTIONS OF HIGHER LEARNING EXEMPTION PROCESS THROUGH BUREAU OF BUILDING (Level 4 Project)

Author: Jeff Jennings

#### **Project Synopsis:**

Many state agencies must work together to accomplish the required tasks for their agencies. This can require many entities to establish processes that will allow for seamless transition of project work. Currently, one agency has been assigned the task of assisting other agencies with a series of project work related to construction and renovation of buildings. The agencies receiving the buildings want to maintain a maximum amount of control and be able to utilize their knowledgeable personnel to accomplish or oversee most of the related work. Since these entities are capable of handling the requests in-house, my agency wants to help and assist them in conducting legal procurements. While my agency is legislatively mandated to handle information technology procurements, we have created a process to allow for exemptions in an attempt to satisfy the requesting agencies and still meet our guidelines. This process has been used in numerous projects with much success. However, due to the complicated nature of the constructions and renovation projects with all of the parties involved, multiple agencies, general contractors, sub-contractors, and vendors, my agency has felt a need to establish a set of requirements for the requesting parties.

#### **Author's Perspective:**

"My participation in MCPM has provided me with valuable teaching and experience. Through networking with others in state government, classroom teachings, printed materials, and required projects, I have gained a level of confidence never expected. As requirements of this program, I have been able to address known problems within our current processes, and establish procedures for correcting some of these issues. Thank you for this wonderful opportunity. ~ Jeff Jennings, Information Technology Services

#### **History:**

The Mississippi Department of Information Technology Services (ITS) was created as the Central Data Processing Authority (CDPA) by the Mississippi Legislature in 1970 to improve long-range planning coordination and establish a central point responsible for the fiscal management of data processing functions in state agencies, institutions of higher learning, and community colleges. ITS came about as a result of a reorganization in FY95 and FY96 that changed CDPA to ITS.

#### Mission:

The Mississippi Department of Information Technology Services (ITS) provides statewide leadership and services that facilitate cost-effective information processing and telecommunication solutions for agencies and institutions. We strive to be:

- Service Oriented: Partnering with our customers to use information technology to achieve their business goals.
- Technology Leaders: Working with agencies and institutions to explore emerging technologies and to set policies, standards, and guidelines.
- Facilitators: Communicating effectively with customers, on both an executive and technical level, to identify potential opportunities for information technology in the State.
- Resource Providers: Providing the infrastructure resources to support information technology.



## MODEL PROJECTS FROM THE MS DEPARTMENT OF MENTAL HEALTH – CENTRAL OFFICE

Mr. Edwin LeGrand, III, CPM, Executive Director



#### **Benefit to the Agency**

"Since the inception of the Mississippi Certified Public Manager Program and graduation of the first CPMs in 1993, the Department of Mental Health has been strong and enthusiastic supporter and participant. We see real benefits in the increase in managerial skills of staff who due to the nature of work done by the Department of Mental Health would normally not have received this information in their previous course of study. By completing the MCPM Program, individuals are better prepared to demonstrate the management and leadership skills necessary to assist the Department as it strives for excellence. These projects are extremely valuable to the Department in helping us reach our goal. The Department will continue to encourage and support our staff to become Certified Public Managers."

~Edwin C. LeGrand, III, CPM, Executive Director, MS Department of Mental Health

## DEVELOPING A UNIFORM DOCUMENTATION SYSTEM FOR INTERAGENCY CASE REVIEW TEAMS

(Level 3 Project)

Author: Christina (Kris) Howell Jones

#### **Project Synopsis:**

The goal of this project was to develop and implement a uniform documentation system that would be utilized by community-based interagency case review teams to further enhance the development of a statewide System of Care for Children and Youth with Serious Emotional Disturbance. Prior to the completion of this project, there was not a uniform system for these teams to document referrals and service plans. Evaluations of the process used to develop the system and of the outcomes of implementation are included.

#### **Author's Perspective:**

"The CPM Program provides public employees with an invaluable opportunity to improve our management and leadership skills. The CPM program helps develop a strong public workforce to better serve the citizens of Mississippi"

~Christina (Kris) Howell Jones, MS Department of Mental Health

## QUALITY IMPROVEMENT PLAN (Level 4 Project)

Author: Ginger Steadman

#### **Project Synopsis:**

The public alcohol and drug abuse prevention and treatment system is administered by the MS Department of Mental Health. Based on the Department's philosophy, the Division of Alcohol and Drug Abuse is committed to providing quality care, cost-effective services by maintaining high standards. This project will be used to assess the quality of care, services and information provided by the Division in order to determine any areas of improvement. The Division will continue in its efforts to improve the prevention and treatment delivery service system.

#### **Author's Perspective:**

"The MS Certified Public Manager Program is a valuable resource to participants in learning how to be an effective and proactive manager in all facets of the workplace."

~Ginger Steadman, MS Department of Mental Health

#### **History:**

The Mississippi Department of Mental Health was created in 1974 by an Act of the Mississippi Legislature, Regular Session, as outlined in Sections 41-4-1 et. Seq. of the Mississippi Code of 1972. The statute placed into one agency, mental health, alcohol/drug abuse and mental retardation programs which had previously been under the direction of the State Board of Health, the Interagency Commission on Mental Illness and Mental Retardation, the Board of Trustees of Mental Institutions and the Governor's Office. In addition to these service areas, the Department of Mental Health is responsible for developing programs concerning Alzheimer's disease and other dementia, as also outlined in Sections 41-4-1 et seq. of the Mississippi Code of 1972. The Department of Mental Health is governed by the State Board of Health, whose nine members are appointed by the Governor and confirmed by the State Senate. The Department of Mental Health is organized into three bureaus: The Bureau of Administration, the Bureau of Mental Health (includes Adult Community Health Services, Children and Youth Services, Alzheimer's Disease Services, Alcohol and Drug Abuse Services and Constituency Services) and the Bureau of Mental Retardation.

#### Mission:

Supporting a better tomorrow by making a difference in the lives of Mississippians with mental illness, substance abuse problems and intellectual/ developmental disabilities one person at a time.



### MODEL PROJECTS FROM BOSWELL REGIONAL CENTER Mr. Raymond Johnson, CPM, Director

#### **Benefit to the Agency**

"The Certified Public Manager's program has been a wonderful tool that a number of employees of Boswell Regional Center have been able to take advantage of over the years. It equips participants with the necessary skills to effectively assume leadership roles on a level that might not be possible otherwise. I encourage and support our employees who actively participate in this worthwhile program."

~Raymond Johnson, CPM, Director, Boswell Regional Center

# DIAGNOSTIC AND EVALUATION SERVICES SATISFACTION SURVEY (Level 5 Project)

Author: Belinda Thames Arrington

#### **Project Synopsis:**

Boswell Regional Center, as a facility under the direction of the Department of Mental Health (DMH), strives to meet the needs of individuals seeking services for a loved one with mental retardation or other qualifying disability. The purpose and task of the Diagnostic and Evaluation Services Department is to conduct evaluations of individuals to find out whether the individual meets the requirements for any of the services that are provided by Boswell. As supervisor of this department, I want to ensure that the Diagnostic and Evaluation Team is courteous to the individual and person(s) accompanying the individual. Also, I wish to ensure that the individuals and their families are thoroughly informed of the purpose for the evaluation, the process of the evaluation, and the services that Boswell offers along with the requirements for each program. Since I do not attend most evaluations, I need a way to monitor the courtesy and professionalism of the evaluators toward the individuals and their families. A survey has been devised which will give me the feedback that I need to ensure the evaluators are meeting the expectations of this department.

#### **Author's Perspective:**

"The CPM program has enabled me to develop and enhance necessary skills to be a more effective employee and manager. This program has also allowed me to recognize my true potential as a leader in state government. Through networking with other participants and instructors, and through classroom instruction, I feel confident that my career will advance to a higher level with greater success."

~Belinda Thames Arrington, Boswell Regional Center

## REVISION OF THE FUNCTIONAL ACADEMICS, COMMUNICATION AND PRE-VOCATIONAL SECTIONS OF THE COMPREHENSIVE FUNCTIONAL ASSESSMENT TO MEET THE CHANGING POPULATION

(Level 3 Project)
Author: Cynthia Quick

#### **Project Synopsis:**

The Center is a state mental health facility that serves adults with intellectual disabilities, which range from mild to moderate or severe and a broad spectrum of disorders. It is the mission of the Center to provide a comprehensive array of service options promoting independence and an optimal quality of life. The Education Department at the Center provides training designed to enhance each individual's quality of life and aid in reaching personal potential. In order to provide individualized services, an assessment was administered to determine the skills that an individual possesses and the skills that are needed to be taught.

A survey was administered to personnel in the Education Department to determine if the current Functional Academics, Communication, and Pre-Vocational Sections of the Comprehensive Functional Assessment were adequate in assessing the strengths and weaknesses of individuals with varying intellectual disabilities and a broad spectrum of disorders. The survey results indicated that teachers and staff did not feel the current assessment was assessing all the skills that needed to be taught in the Department. The project began by dividing teachers at the Center into three committees. Each committee was responsible for reviewing and revising a section of the assessment. This was done over a period of three months. After the revisions were made, the committees met to share their revised sections and to gather input from the other committees. When all revisions were made, the Bureau Directors reviewed the rough draft. The Bureau Directors approved the revised assessment. Training was provided to teachers and staff on administering the revised sections of the Comprehensive Functional Assessment. The Education Department began using the revised instrument in January 2007. Teachers and staff were surveyed after four months of implementing the revised assessment. Survey results indicated that the revised sections of the Comprehensive Functional Assessment was a better tool to assess an individual's strengths and weaknesses taking into account the broad spectrum of disorders addressed at the Center.

#### **Author's Perspective:**

"The Mississippi Certified Public Manager Program has provided valuable training in management practices and principals. This is a well-designed and highly effective program. The classes were taught by quality instructors who have experienced the challenges of managing people. I feel that this training has enabled me to be a good manager."

~Cynthia Quick, Boswell Regional Center

#### **History:**

Boswell Regional Center began operation in July 1976, by the State of Mississippi on the grounds of what was formerly known as the Mississippi State Tuberculosis Sanatorium. The "Sanatorium" was nationally recognized as the state's only hospital and residential center for those suffering from tuberculosis. Since 1976, Boswell Regional Center has grown from a center that provides services for 35 individuals with mental retardation and other developmental disabilities solely at the Sanatorium campus (now know as Magee) to serving over 350 at facilities located in Magee, Mendenhall, Brookhaven, Wesson, and Meadville.

#### Mission:

Boswell Regional Center provides Mississippians with mental retardation and other developmental disabilities, a comprehensive array of service options promoting independence and an optimal quality of life. Through an active partnership of client, family, staff and community, these service options are designed to enhance each client's quality of life through teaching skills that aid in reaching personal potential.

### MODEL PROJECTS FROM EAST MS STATE HOSPITAL Mr. Charles A. Carlisle, Director



#### **Benefit to the Agency**

"East MS State Hospital (EMSH) is pleased to offer the CPM Program to managers and supervisors. This quality educational opportunity has benefited participants by enhancing their leadership and administrative skills. I look forward to the growth of EMSH's leadership team as current participants develop and strengthen their management skills."

~Mr. Charles A. Carlisle, Director, East MS State Hospital

## POLICY MANAGEMENT REVIEW (Level 4 Project)

Author: Ann Glazar

#### **Project Synopsis:**

Federal and State legislation as well as accreditation and regulatory agencies require human service organizations to develop, implement, and monitor their operating policies to ensure compliance with regulatory standards, provide outcome measures to evaluate the effectiveness and efficiency of operations, and assure both external and internal customers that resources are well managed and administered to meet the agency's mission and goals. My agency has established processes to develop, approve, and implement the operating policies that govern administrative and clinical services. A policy management review program will create a feedback loop from the Internal Governing Board to the divisions and departments and back to the Internal Governing Board to ensure that

- The Internal Governing Board and Hospital Director will review all recommended policy changes in a timely manner;
- All agency divisions and departments will receive notification of approved policies via hard copy and agency intranet;
- Divisions and departments will revise corresponding division and department level policies promptly to reflect changes; and
- Employees will receive necessary training to carry out their job duties consistent with established policies.



## POLICY MANAGEMENT REVIEW IMPLEMENTATION (Level 5 Project)

Author: Ann Glazar

#### **Project Synopsis:**

The purpose of this quality improvement project was to establish processes that ensured timely distribution of agency policy actions and timely employee training. The assumption was that employees will perform their jobs better when the are well informed and trained to carry out their job duties. The rationale for the project also assumed that employee training is a major ongoing responsibility for all managers and supervisors. The project

- created a feedback loop that included the agency's governing body, the division and department leaders, and the employees
- centralized the distribution of agency policy actions
- established time frames for employee training, and
- reinforced the responsibility of division and department leaders for employee training

#### **Author's Perspective:**

"The MCPM Program challenges managers in state government to learn effective models for collaboration and planning that will utilize the human and material resources of the State of Mississippi for the public good. Participating in this program reminds us that we are more than employees of particular agencies or organizations. We are privileged to be "state employees" and part of a creative and talented network of service."

~Ann Glazar, East MS State Hospital

#### **History:**

East Mississippi State Hospital (EMSH) was established in 1885 as a state-operated psychiatric hospital to provide inpatient treatment for individuals with mental illness. Today, EMSH is a comprehensive psychiatric hospital with an eighteen-county service area. EMSH is operated by the Mississippi Department of Mental Health and provides inpatient psychiatric treatment for adults and adolescents, inpatient chemical dependence treatment for adults and adolescent males, long term care in Medicaid-certified nursing facilities, and community based group homes and day treatment programs. The goal of the treatment programs at EMSH is to offer a continuum of care in the least restrictive and most integrated settings available to meet the identified needs of the individuals receiving services.

#### Mission:

The mission of East Mississippi State Hospital is to provide a continuum of behavioral and longer term care services for adults and adolescents in a caring, compassionate environment in which ethical principles guide decision making and resources are used responsibly and creatively.



### MODEL PROJECTS FROM ELLISVILLE STATE SCHOOL Dr. Suzie Lassiter, CPM, Director



#### **Benefit to the Agency**

"The Certified Public Manager Program has been of great benefit to Ellisville State School. It has provided outstanding training to upper level management and middle management personnel who are required day in and day out to supervise a number of individuals. It has provided insight into the personalities of the employees that supervisors deal with, it has improved writing and verbal communication skills, and it has aided staff in learning to work as a team. The Certified Public Manager Program has given the staff at Ellisville State School the opportunity to see how state government works, as well as allowed them to work along side other state agency personnel. Many of the projects done by our staff attending CPM has greatly benefited the facility's overall operations and the services that we provide to individuals with developmental disabilities. Ellisville State School will continue to use this outstanding program as part of its total training program."

~Dr. Suzie Lassiter, CPM, Director, Ellisville State School

## ELLISVILLE STATE SCHOOL COMMUNITY PROGRAMS TRANSPORTATION MANUAL

(Level 3 Project)

Author: Denise Walker

#### **Project Synopsis:**

The Community Programs Department at my agency serves individuals with mental retardation and/or developmental disabilities that comprise thirty-one (31) counties in central Mississippi where over a thousand individuals are provided services. In an effort to coordinate transportation to our growing population, members of my agency (Community Programs Transportation Manual Committee) met to develop a comprehensive transportation manual specific for Community Programs. We discussed and reviewed needs assessments as well as developed policies and procedures in an effort to coordinate the transportation services for persons involved in my agency's Community Programs Department. The Transportation Manual was reviewed by the Director of Community Support Programs prior to dissemination for final approval. After its approval, each Department Director of Community Programs was asked to evaluate the completed manual and return feedback for further review. The Community Programs Transportation Manual will also be review at least annually in order to meet the changing needs of our department.

#### **Author's Perspective:**

"The CPM Program has offered opportunities for me that go beyond the classroom. The networking with employees from other state agencies, collaboration on projects, and the fellowship with other CPM participants has provided invaluable experiences that will be beneficial to me as a public manager and beyond." **Denise Walker, Ellisville State School** 

# INCREASING SATISFACTION WITH EMPLOYEE MEAL SERVICE IN THE CENTRAL KITCHEN DINING ROOM (Level 3 Project)

Author: Kathy Sullivan

#### **Project Synopsis:**

This facility is committed to its employees, and strives to provide a rewarding place to work with pleasant working conditions. The goal of this project is to assist this facility in its efforts to meet employee needs by increasing satisfaction with employee meal service in the central kitchen dining room. The need to improve meal service satisfaction was identified in survey results collected by the Food Services Department as part of its Quality Assurance Program and through discussion between employees and administrators that were reported to the Food Services Director. Survey results identified the need for a private employee dining room, increased selections of menu items, and increased speed of service in the tray line. After verifying the need for these changes through formal and informal discussions with employees and administrators of the facility, a Dining Committee was formed by the facility's Director. This committee worked together to plan and develop activities that resulted in this project's completion. The employee dining room design was outsourced to a local interior design school as their class project, specific food and beverage items requested on the pre-project surveys were added to the menus, and a second cash register station was added in the dining room to speed up tray line service. A post-project survey was performed by the Dining Committee. These results were compared to the results of the employee survey which was done prior to the start of the project. Ratings in employee dining satisfaction improved in all areas. An interesting outcome of this project was that the rating for food taste improved more than any other area. This was interesting because no changes were made during the project that affected food taste. Employee improved satisfaction in other areas appeared to alter their perceived taste of the food. The Food Services Department continues to monitor employee satisfaction in an effort to support the employees who are responsible for providing the best care possible to the clients of this facility.

#### **Author's Perspective:**

"The CPM Program is a great opportunity for professional development, important elements of leadership are taught including communication skills, delegation, and team building. The required projects and group activities challenged me to improve my creative problem solving abilities. I have definitely benefited from this program, and I look forward to participating in the other levels." ~Kathy Sullivan, Ellisville State School

## NURSING SERVICE REFERENCE MANUAL FOR NURSING AND SOCIAL SERVICES – QUALITY IMPROVEMENT PLAN (Level 4 Project)

Author: Althea Fisher

#### **Project Synopsis:**

Ellisville State School is dedicated and committed to its' mission of providing each client with quality services so that each will develop to the maximum of his or her potential. These services are provided through the habilitation team process in which the core team includes nursing, social services, psychology, and QMRP(Qualified Mental Retardation Professional).

The facility had experienced a nursing shortage and to address this problem Ellisville State School hired contract nurses. One of the pressures that organization impose is staffing with related issues of recruitment and training. The orientation and training requirements are not as intense for contract nurses as it is for permanent employees. The abbreviated orientation and training requirements can be associated with the gap in services by the contract nurses. Since services are provided through the habilitation team process, delays caused by one discipline have an effect on the other disciplines

To assist with ensuring that the clients continue to receive quality nursing and social services, a training manual for the contract nurses is proposed. The training manual will address the social work processes and procedures that directly coincide with nursing services. Sometimes teams do not make a conscious effort to improve the way they work together, but this proposed training manual is a step in the direction of quality improvement.

## NURSING SERVICE REFERENCE MANUAL FOR NURSING AND SOCIAL SERVICES – IMPLEMENTATION OF QUALITY IMPROVEMENT PLAN

(Level 5 Project)

Author: Althea Fisher

#### **Project Synopsis:**

Ellisville State School operates under the direction of the Mississippi Department of Mental Health/Bureau of Mental Retardation. The facility provides services to the developmentally disabled and the mentally retarded population in a thirty-one county catchment area in Mississippi. It is dedicated to its' mission of providing each client with the appropriate services so that each will develop to the maximum of his or her potential. The facility desires through treatment and training to place each client in his or her least restrictive environment.

Ellisville State School had experienced a nursing shortage and to address the nursing shortage, the facility hired contract nurses. In general, the nursing shortage and hiring of contract nurses has had an impact on the quality of service delivery and specifically on the social work

department. The provision of client services at Ellisville State School is done by the team approach and nursing and social services are integral parts of the habilitation team, so teamwork is essential.

The contract nurses receive an abbreviated version of the orientation process for new employees and they also are not required to attend the monthly mandatory in-services for all employees provided by the staff development department. These requirements or lack thereof contributes to poor training and an inadequate information system that are blockages to effective organizational function. To assist with ensuring that the clients receive quality nursing service, a training manual for contract nurses was proposed and developed. A Questionnaire was developed to examine the effectiveness of the orientation process for contract nurses. A Follow-up Survey was also developed to determine the usefulness and effectiveness of the training manual. The Questionnaire was completed by the contract nurses and the Follow-up Survey was completed by the Nurse Chief, both Directors of Nursing and the contract nurses.

The barrier that was identified as the problem was resistance from nursing administrators and nursing supervisors in completing this project. I am a Social Worker who is saying (by recommending a training manual) their department needs improvement. The training manual addresses the social work processes and procedures that directly coincide with nursing service. The nursing administrators' and supervisors' approval of the training manual is an example of the facility's dedication and commitment to its' mission of providing each client with the appropriate services. During the process of completing the project, nursing and social services worked toward removing the blockage of poor teamwork. Approval of the training manual for contract nurses demonstrated the nursing department's openness to input from another department/discipline and the willingness to execute teamwork in order to carry out the mission of the facility. Quality is an ongoing process which means we are always in a state of improving ourselves and the services we and our departments provide.

#### **Author's Perspective:**

"Whether you are new to management or a seasonal administrator/director, the MCPM Program is an excellent learning experience and is beneficial for your management career. The program provides you with new information and a new perspective to traditional standards of management and enhances your personal management styles."

~Althea Fisher, Ellisville State School

#### **History:**

Ellisville State School is one of five Departments of Mental Health state operated regional facilities serving persons with mental retardation or developmental disabilities. Established in 1920 by an Act of the Mississippi Legislature, the institution was first named the Mississippi Colony and School for the Feebleminded, but it was changed to Ellisville State School in 1930.

The campus was part of 2,580 acres of land deeded to the State in 1920 for the establishment of the school. The campus includes administrative, residential, programmatic, and support service facilities, as well as a lake, parks, playground and other recreational areas. The current population is approximately 525 campus residents. In addition, over 550 clients are served by the

school in community living arrangements, the case management program, early intervention programs, sheltered workshop and supported employment services.

#### Mission:

Ellisville State School is committed to providing the highest quality services possible for the citizens of Mississippi who are mentally retarded or developmentally disabled. This facility serves each client individually to provide each with programming and training to assure that he/she will be able to function in the least restrictive environment possible.



### MODEL PROJECT FROM SOUTH MS STATE HOSPITAL Ms. Winona Winfield, Director

#### Benefit to the Agency

"Sabrina Young and Debbie Dale are representative of the outstanding South Mississippi State Hospital staff. Their dedication to the growth of our hospital and quality treatment programs for our patients is evident in their pride of and commitment to their daily work. By completing the Certified Public Manager program, they further exemplify the high standards we have set for our staff and its professional development. Their progress in the CPM program and this project was impeded with Hurricane Katrina as its impact on our hospital and staff was severe. Even so, Sabrina and Debbie managed well their responsibilities to the re-opening of our hospital and resumed, as quickly as possible, their participation in CPM. Receiving model project status is further proof of their desire for excellence and their desire to create a product that could be integrated into the daily activities of our staff. They worked very hard in areas that are unfamiliar to them - video scripting and production - to achieve a project that was usable and included as many staff members as possible in the ownership of the production. I am very proud of Sabrina and Debbie for their diligence and constant attention to excellence in our hospital operations and for continuing to serve as role models exemplifying, in this case, one of our hospital values - education." ~ Winona Winfield, Director, South MS State Hospital

# EFFECTIVE INTERACTION IN A PSYCHIATRIC SETTING (Level 3 Project)

Authors: Debbie Dale, Lynda Stephens, and Sabrina Young

#### **Project Synopsis:**

Communicating with individuals in a respectful and compassionate manner is effective in promoting a positive relationship. This is especially true in the interaction with patients in a psychiatric hospital setting. South Mississippi State Hospital embraces respect and compassion as two of our organizational core values and believes in preserving the dignity of the individual patient. Respectful and compassionate interaction with patients further produces and environment that has a positive outcome for both patients and staff members and serves to reduce the number of restraint and/or seclusion episodes and reduce the number of patient and staff injuries. In keeping with these values, the project managers investigated factors that could possibly contribute to decreased aggression and potentially dangerous situations. New staff members, most of whom possess little or no prior psychiatric work experience, are required to complete a Techniques for Managing Aggressive Behavior (TMAB) survey ninety days after their employment (Fig. 1). This survey measures the comfort level of new employees with a verbally and/or physically aggressive patient. After analyzing these surveys, the comfort level of employees remained low even after receiving five hours of knowledge on how to communicate

with a patient; thus, the project managers decided to develop and distribute a survey to staff in all departments of the hospital asking them to respond to questions that addressed their comfort level when interacting with psychiatric patients. Based on survey results, a video was developed to educate staff on effective communication with patients in a psychiatric setting. The video will be incorporated into general orientation and the staff development director will continue to monitor the comfort ratings and comments on the TMAB ninety-day surveys.

#### **Author's Perspective:**

"The MCPM Program has given me the opportunity to explore the many facets of leadership. I have discovered that a true leader constantly strives to understand and guide others and shares enthusiasm and commitment with those around them. A leader inspires others to do their best and views mistakes as opportunities to learn and improve."

~Debbie Dale, South MS State Hospital

#### **Author's Perspective:**

"The MCPM Program has provided valuable and useful information that can be applied in the workplace. This program enhances the skills of managers/leaders which I have found to be extremely helpful." ~Lynda Stephens, South MS State Hospital

#### **Author's Perspective:**

"The CPM Program provided me the opportunity to enhance my managerial and leadership skills, network with other state employees, and work more efficiently and effectively."

~Sabrina Young, South MS State Hospital

#### **History:**

South Mississippi State Hospital is the second acute-care regional psychiatric facility to open in the state. The Mississippi State Legislature, through House Bill 960, passed in its 1995 session the enabling legislation authorizing construction of the regional psychiatric hospital. The primary purpose of the hospital is to offer a continuum of services for the mentally ill within the patient's region of residence. This closer proximity will allow family, friends and community to more actively support the treatment, recovery and aftercare of the patient. South Mississippi State Hospital serves Lamar, Forrest, Marion, Perry, Greene, Wayne, Jones, Covington, and Jefferson Davis counties. Patients receive the highest quality care available through the services of an interdisciplinary treatment team. Heading up all teams is our Clinical Director, a board-certified psychiatrist with many years of experience. The treatment teams are composed of a wide range of healthcare professionals including a nurse practitioner, registered nurse, mental health technician, registered dietitian, recreation therapist and licensed representatives from social and psychological services. The hospital staff also includes board certified psychiatrists and licensed psychologists. Length of stay is intended to be 14-21 days. Emphasis is placed on a total continuum of care, including pre-admission, inpatient, aftercare, and crisis intervention. It is our goal to be a part of the mental healthcare system for our patients and to work cooperatively with other service providers in positively influencing outcomes and the overall care of our patients.

#### Mission:

To provide the highest quality acute psychiatric care for adults who live in southern Mississippi.

### MODEL PROJECTS FROM NORTH MS REGIONAL CENTER Dr. Sandy Rogers, Director

#### **Benefit to the Agency**

"The North Mississippi Regional Center values the Certified Public Manager Program as an outstanding training opportunity that enhances the professional development of our management staff. Employees who have attended this training demonstrate the confidence they have gained from the experiences each and every day. The benefits of the program to our agency are well worth the money and time spent."

~Dr. Sandy Rogers, Director, North Mississippi Regional Center

## QUALITY IMPROVEMENT FOR PSYCHOTROPIC MEDICATION MONITORING: DATA COLLECTION AND PRESENTATION (Level 4 Project)

Author: Kevin Howell

#### **Project Synopsis:**

Within the Psychology Department, we, the psychologists, are responsible for collecting, compiling, interpreting, and presenting data in many formats across several settings. While each endeavor is aimed at providing the highest quality information at the given time, there are always ways to improve the procedures of data collection and presentation. This project is intended to improve the quality of data collection and presentation provided to one committee, the Psychotropic Medication Review Committee. To begin with, the customers affected will be identified, and the services of data collection and presentation will be identified and defined. Several metrics will be implemented in order to evaluate whether we are meeting our goal of improved quality of data collection and presentation. And, finally, brainstorm sessions, both to identify barriers to the implementation of quality improvement and to identify means to overcome the barriers, will be conducted on several occasions.

#### **Author's Perspective:**

"The Mississippi Certified Public Manager Program has provided a broad base of knowledge both about one's self as well as others' expectations and experiences when it comes to management styles. The opportunity to learn from the CPM instructors array of experiences and the chance to network with others has been invaluable."

~Kevin Howell, North MS Regional Center

## QUALITY IMPROVEMENT PLAN FOR FLEET MANAGEMENT (Level 4 Project)

Author: Martha Briscoe

#### **Project Synopsis:**

The Business Services Department at the North Mississippi Regional Center is in charged with managing the financial needs of our agency. However, our primary responsibility is to serve the needs of our clients with developmental disabilities that resided at our main campus and at our fifty-two community programs. We provide comprehensive community and residential services for citizens in the northern twenty-three counties of Mississippi. The programmatic and administrative staff are required to make home and program visits daily to meet our licensure requirements. The Business Services Department must provide transportation or travel reimbursement to the employees that are required to travel. Therefore, it is very important that the fleet management process be as efficient and effective as possible to better serve our clients. I am proposing to increase efficiency through improved fleet reservations and utilization, as well as decreasing travel reimbursement, resulting in improved quality of Business Services fiscal management in the area of travel.

#### **Author's Perspective:**

"The CPM program is a wonderful training experience for state employees. I received much useful information and have a great network of contacts that will be very beneficial to me, and to my agency."

~Martha Briscoe, North MS Regional Center

## QUALITY SERVICE IN COMPLETION OF PSYCHOLOGY PAPERWORK

(Level 4 Project)

Author: Kimberly Sallis, Ph.D.

#### **Project Synopsis:**

Quality, for the current project, can be defined as excellence in providing a service with reduced errors pre and post delivery of the service. Quality and accuracy of information contained in paperwork is essential in providing the best services to our clients and customers of the North Mississippi Regional Center. The Psychology Department at the NMRC is responsible for conducting evaluations and behavioral observations, developing behavioral programming based on the evaluations and observations, and making recommendations for future placements for services. The paperwork process is a tedious and scheduled procedure with specific information to be included in the report and hard deadlines to be met. The timeliness and accuracy of the psychology reports are essential, as the information provided by this department is compiled into a larger document of an Individualized Support Plan. Therefore, this proposal for quality

improvement addresses the accuracy and timeliness of the Psychology Department's Annual Evaluation Report.



## QUALITY SERVICE IN COMPLETION OF PSYCHOLOGY PAPERWORK IMPLEMENTATION

(Level 5 Project)

Author: Kimberly Sallis, Ph.D.

#### **Project Synopsis:**

Quality and accuracy of information contained in paperwork is essential in providing the best services to our clients and customers of the North Mississippi Regional Center. The Psychology Department at the NMRC is responsible for conducting evaluations and behavioral observations, developing behavioral programming based on the evaluations and observations, and making recommendations for future placements for services. The paperwork process is a tedious and scheduled process with specific information to be included in the reports and hard deadlines to be met. The timeliness and accuracy of the psychology reports are essential as the information provided by this department is compiled into the larger document of an individualized Support Plan. Therefore, to ensure that all the information necessary is completed in the Annual Psychology Report and in the Psychology Program, a checklist has been developed and implemented for each report to improve the accuracy of the report, and in turn, improve the timeliness of providing the Interdisciplinary Programs Department the appropriated information for the customer's individual Support Plan meeting. All psychologists have received training in the completion of the Annual Review Form and the Psychology Report checklists.

#### **Author's Perspective:**

"The CPM program is an excellent training program for managers, supervisors, and potential supervisors. This program has provided valuable insight to working with others and developing departmental and agency success through managers helping employees to work together to accomplish common goals."

~ Dr. Kimberly Sallis, North MS Regional Center

#### **History:**

Celebrating its 34th anniversary in 2007, the North Mississippi Regional Center operates under authority of the State Department of Mental Health to provide an array of services to citizens with developmental disabilities in the northern 23 counties of the state.

NMRC was created by state statute in 1968 to offer diagnostic and evaluation services, training, rehabilitation, residential care, and research into the causes and treatment of mental retardation and related disabilities. The Center opened in August 1973 and since that day, a steady demand for NMRC services has been matched by generous legislative support and rapid growth.

Today, more than 1,150 employees representing more than 25 departments work toward a common goal — the highest level of self-sufficiency and independence possible for each client

in his or her most integrated setting. The Center currently provides licensed, 24-hour care to 490 clients at its main Oxford campus and 20 10-bed community homes. The Center also assists more than 1,000 citizens in the state's northern 23 counties through an array of services including traditional group homes, supported living apartments, case management, work activity/ prevocational centers, and its early intervention, day habilitation, and home and community based waiver programs.

#### Mission:

To provide quality care for each client, with dignity and respect, in the most integrated setting, and to provide comprehensive services to our consumers.

# MODEL PROJECT FROM MS DEPARTMENT OF REHABILITATION SERVICES Mr. H. S. McMillan, CPM, Executive Director

#### **Benefit to the Agency**

"The Certified Public Manager Program is an innovative program that encourages participants to try new and different management techniques, thus, improving leadership skills. The CPM graduates at the Mississippi Department of Rehabilitation Services are better equipped managers who will be the leadership of Mississippi government now and in the future."

~H.S. McMillan, CPM, Executive Director, Mississippi Department of Rehabilitation Services

# THE IMPLEMENTATION OF A MANDATORY INITIAL CONTACT SYSTEM FOR THE MS DISABILITY DETERMINATION SERVICES

(Level 3 Project)

Author: Leigh Partridge

#### **Project Synopsis:**

In the past, the agency did not have a mandatory initial contact system in place. An initial contact is when a person who has filed a claim receives information from the agency explaining the status of the case. This generally has been done in the past with a phone call to the claimant from an examiner, but it was not a process that all examiners followed. The claimant could go months without knowing the status of their disability claim. They might not even be aware that their claim was not at the Social Security Administration Office where they had initially filed it.

Currently, our agency's processes are mostly paperless. This opened the opportunity to develop a paper trail of an initial contact. The paper initial contact letter is mailed to the claimant the day the examiner receives the claim; at this point the claimant is told the status of the case, where their case is located, and who to contact if they have any questions. The form must be generated from the claim worksheet, therefore leaving a documented trail of the initial contact. This project was approved by the Agency Director and has been subsequently implemented. All examiners are now required to mail this initial contact letter.

#### **Author's Perspective:**

"The CPM program has given me an excellent opportunity to advance my leadership skills and has helped me grow personally. I have gained more confidence in myself as a manager. The CPM program has given me the opportunity to network outside of my department. I have had the privilege to build relationships with various people throughout state government. The CPM

program has been a wonderful and exciting opportunity provided to me as a state employee and I am very grateful for the contacts I have made and the skills I have acquired during the program."

~Leigh Partridge, MS Department of Rehabilitation Services

#### **History:**

The Department of Rehabilitation Services, as it exists today, was established by statute on July 1, 1991. In its present form, the Department is composed of the Office of Vocational Rehabilitation (OVR), the Office of Vocational Rehabilitation for the Blind (VRB), the Office of Disability Determination Services (DDS), the Office of Special Disability Programs (OSDP), and the Office of Support Services (OSS). However, each of the offices that comprise the Department has had an existence apart from the others for many years. Indeed, civilian vocational rehabilitation and vocational rehabilitation for the blind have been in existence in Mississippi since the 1920's.

As an outgrowth of World War I, the United States Congress passed the Civilian Rehabilitation Act in 1920. Under this Act, each state's vocational education board or agency would provide vocational rehabilitation for civilians. By 1922, Mississippi had a fully staffed and funded civilian vocational rehabilitation program in place.

In 1928, the Mississippi legislature established the Commission for the Blind. Prior to this, there had been no separate agency for the rehabilitation of the blind. While the Commission was not a rehabilitation agency in the truest sense, it worked closely with the Vocational Education Board to acquire services for eligible, visually impaired citizens.

Until 1935, vocational rehabilitation was operated as a series of Congressional extensions, but in that year, the passage of the Social Security Act made the vocational rehabilitation a permanent part of Federal social services. Amendments to the Act in 1943 extended service to the mentally handicapped.

The 1954 amendments to the Social Security Act made funds available for training professional rehabilitation counselors. Also, Social Security programs were expanded to include disability benefits. In order to evaluate applications for disability benefits, Congress allowed the States to designate or establish an agency for disability determination. In Mississippi, the Vocational Rehabilitation Agency, then under the Department of Education, was designated as the State disability determination agency. By the early 1960's, this evaluation division had evolved into the Disability Determination Unit.

1965 signaled the largest expansion of comprehensive rehabilitation programs, nationwide. During this period, vocational rehabilitation for the blind was not available separately from the regular vocational rehabilitation program; rather, rehabilitation for the blind was available as any rehabilitation service. The State Commission for the Blind helped coordinate and otherwise make visually impaired citizens aware of rehabilitation opportunities.

In 1973, Congress passed the Rehabilitation Act. This Act established the blueprint for vocational rehabilitation, as we know it today. The Rehabilitation Act of 1973 established

funding schemes to provide comprehensive vocational rehabilitation through a designated State agency. Further, the Act provided for a separate State rehabilitation agency (and funding) for the blind. To this end, the State Legislature established the Vocational Rehabilitation for the Blind agency in March of 1975. This new agency, along with the existing Vocational Rehabilitation agency, were the designated state agencies for the administration of Federal/State funded vocational rehabilitation programs, such as the Independent Living Services programs as established by the amendments of 1978. In 1974, amendments to the Social Security Act created the Supplemental Security Income (SSI) programs, which replaced state welfare disability programs. In anticipation of this, the Disability Determination Unit increased in size and became Disability Determination Services.

In 1983, the State Legislature created the Department of Rehabilitation Services. This new and independent state agency was comprised of the Vocational Rehabilitation Division and Disability Determination Services. At that time, Vocational Rehabilitation for the Blind was under the Board of Mississippi School for the Blind. Pursuant to the provisions of the 1986 amendments to the Rehabilitation Act, the Vocational Rehabilitation Division began Supported Employment programs for the severely handicapped.

From 1989-1991, the Department of Rehabilitation Services was a component of the State Department of Human Services, an executive branch agency that included all social welfare and similar programs. In 1991, the Legislature recreated an independent Department of Rehabilitation Services consisting of the Office of Vocational Rehabilitation, the Office of Vocational Rehabilitation for the Blind, the Office of Disability Determination Services, and the Office of Handicapped Services. The Office of Handicapped Services was not funded in the fiscal year 1992 and consequently, never existed as a viable program/office.

Today, the Department of Rehabilitation Services is the designated State agency for the administration of the Rehabilitation Act. It is composed of the Office of Vocational Rehabilitation (OVR), the Office of Vocational Rehabilitation for the Blind (OVRB), the Office of Disability Determination Services (DDS), the Office of Special Disability Programs (OSDP), and the Office of Support Services (OSS).

#### Mission:

It is the mission of the Mississippi Department of Rehabilitation Services to provide appropriate and comprehensive services to Mississippians with disabilities in a timely and effective manner.



## MODEL PROJECTS FROM THE MS DEPT. OF TRANSPORTATION

Mr. Larry L. "Butch" Brown, Executive Director



#### **Benefit to the Agency**

"The Certified Public Manager Program is of great value to MDOT in developing our greatest resource, our people. Through CPM, our managers gain skills needed to aid them in leading an ever changing dynamic workforce, and they have the opportunity to network and build lasting professional relationships with managers from many other areas of public service. MDOT is proud to support the CPM Program. Our participation in this program has raised the bar on management performance and innovation. The Certified Public Manager Program has been a useful tool in preparing our middle and upper level management staff to deal with an array of challenges and opportunities in public sector administration. Not only is the curriculum well designed and presented, but the networking opportunities facilitate new relationships that will prove valuable for years to come. The CPM program provides a great opportunity for managers to acquire new skills and expand their horizons through training and networking with others in the field of public service."

~Larry L. "Butch" Brown, Executive Director, MS Department of Transportation

# BROADENING MDOT'S ENVIRONMENTAL AWARENESS THROUGH CREATIVE PUBLIC INVOLVEMENT (Level 3 Project)

Author: Kim D. Thurman

#### **Project Synopsis:**

Lack of public participation in the transportation decision-making process is far reaching. Several problem areas have been identified including awareness, education, and socioeconomics. Reaching the general public and having them participate in public involvement efforts is difficult. Utilizing the newspapers, radio stations, press releases, and flyers/hand-bills have met with limited results. Most people are unaware when a transportation study is being conducted. Mississippi has the highest illiteracy rate in the country, and much of the population cannot be reached by conventional means. To help the community more clearly understand each phase of the transportation decision-making process, to increase interactive communication among citizens, and to encourage public participation, the Mississippi Department of Transportation (MDOT) is testing new community involvement outreach strategies. Through a pilot project designed to increase public awareness, understanding, and involvement in transportation decision-making process, MDOT is reaching out to school-age children, a segment of the population that is eager to learn, is passionate about the environment, and is excited about the wide range of career possibilities to which they are being exposed. As hoped, families, education officials, local government officials, and members of the media are also reaping the program's benefits.

#### **Author's Perspective:**

"Balance of personal life with professional career and to be successful in both is a common goal. The CPM Program allows the opportunity for one to further develop and grow their personal and professional skills – to be a more effective manager, to act as a change agent, to be more versatile, to enhance interpersonal communication, to be a better leader, to make a difference."

~Kim D. Thurman, MS Department of Transportation

# DEVELOP A MORE ACCURATE MAINTENANCE INSPECTION REPORT (Level 3 Project)

Author: Matthew E. Dunn

#### **Project Synopsis:**

In July 1993, the Mississippi Department of Transportation (MDOT) lost its sovereign immunity. As a result, the agency developed the maintenance inspection report that is completed each month for each state route maintained by MDOT. It was created for the purpose of protecting MDOT in a potential lawsuit. Since that time, the county superintendents completing the report forgot or were never taught the importance of the report.

This project is designed to do two things. The first is to create a new report that delivers a clear and concise evaluation of state highway conditions that can be used by MDOT legal division for defense in a lawsuit and also provide important information to the maintenance engineer to prioritize maintenance of the highway. The second purpose of the project is to provide an opportunity for the county maintenance superintendents to hear from MDOT's chief legal counsel on the importance of the report and ask questions pertaining to their legal responsibilities.

The result of the project is the creation of a pilot program in MDOT District One that replaces the current report with the new one. The new report increases the amount of information submitted by the superintendents, but takes them half the time to complete. By organizing the required information needed to make a proper highway inspection in a checkbox format, there is less of a burden on the superintendents to remember what is needed on the report.

#### **Author's Perspective:**

"The MCPM Program has provided many opportunities for me to grow as a public manager. The MCPM instructors and curriculum have taught me new management skills while allowing me to hone the skills I currently have. A great benefit of the program is the opportunity to network with peers from across all state agencies who deal with similar management issues."

~Matthew E. Dunn, MS Department of Transportation

### HELPING TEAM MEMBERS UNDERSTAND EACH OTHER'S PSYCHOLOGICAL TYPES (Level 3 Project)

Author: Greg Williams

#### **Project Synopsis:**

Teamwork is a vital aspect in the majority of work that we do within Roadway Design Division. Design teams regularly interact together to draft construction plans used for roadway projects. Sometimes miscommunications, conflicts, or reduced productivity result when member from diverse teams fail to understand each other's psychological type. The Myers-Briggs Type Indicator was used in this project as a tool to help design team members understand each other's unique personal type. Attention was given to the personal gifts, motivations, strengths, and weaknesses of each team member. In a classroom setting, a certified MBTI instructor highlighted diversity as a team strength and showed how differing personal styles can contribute to team success. Participating team members received feedback from others praising their strengths and pointing out potential areas for growth associated with their style. As a result of this project, team members developed a greater respect for each other, more fully understood each other's motivations, and desired to communicate in a more effective way.

#### **Author's Perspective:**

"The MCPM Program is full of valuable insights which help lead to more effective communication, management, and teamwork on the job. The knowledgeable and experienced CPM instructors create a positive learning environment by showing enthusiasm for the subjects they teach. I particularly enjoyed the classroom interaction between managers from different state agencies, which provided a unique perspective not offered in other programs."

~Greg Williams, MS Department of Transportation

### LEADERSHIP ENHANCEMENT ACTIVITIES FOR TOMORROW'S LEADERS (Level 3 Project)

Author: Travis G. Wampler

#### **Project Synopsis:**

My agency is aggressively training tomorrow's leaders due to the extremely high percentage of retirement eligible leaders within the agency. The Leadership Enhancement Assessment Development (LEAD) Program is a tool my agency is using to improve the leadership competencies of tomorrow's leaders. The thirteen competencies include integrity and honesty, work ethic, service orientation, accountability, self-management skills, interpersonal skills, communication skills, self-development, emotional maturity, macro-oriented, working through others, results-oriented, and resource management. Each participant chooses Accelerated Development Plan (ADP) activities to address his/her individual competency gaps and maintains a log of these activities to track leadership growth. How do participants know which activities to

choose? This project answers that question. LEAD graduates will complete a survey, which will assess their leadership development after completing the program, and it will provide a resource for future LEAD participants. Specifically, the purpose of this project is to provide a list of ADP activities directed at improving the four lowest competencies. This project utilizes the experiences of proven leaders to help future leaders by providing a resource of effective leadership development activities.



# ONLINE HELP DESK FOR MATERIALS LABORATORY (Level 4 Project)

Author: Travis G. Wampler

#### **Project Synopsis:**

My agency is responsible for maintaining roadways for the traveling public. Our district laboratory employs approximately fifteen engineering technicians who test materials on as many as 45 projects at a time covering sixteen counties. These technicians must often refer to departmental engineers to answer questions above their level of expertise or questions that our contractors ask them. Many of the same questions arise over and over again. The purpose of this project is to empower these employees with a resource that will help them answer these questions independently – an online database of frequently asked questions with answers and, most importantly, references to the answers. It will also serve as a Help Desk which will give employees opportunities via email to exchange questions and answers. A database with this information will serve as a very useful tool for new employees as well as veteran employees whose mentors have retired. The references will provide a path for employees to follow to ensure that the specifications on their projects have not been revised.

#### **Author's Perspective:**

"As a result of participating in the CPM Program, I have learned more effective techniques of facing challenges at work and at home. The networking opportunities, the coaching and delegating skills, and time management tools have already proven invaluable to me. The CPM Program has also given me opportunities to encourage and be encouraged by managers from other state agencies."

~Travis G. Wampler, MS Department of Transportation



# PROMOTING MORE COMPLETE ROADWAY DESIGN BY ESTABLISHING WRITTEN GUIDELINES ON FORM GRADES (Level 4 Project)

Author: Greg Williams

#### **Project Synopsis:**

For the Roadway Design Division, quality is defined within our MDOT mission statement as designing a safe inter-modal transportation network in an effective, cost-efficient, and environmentally-sensitive manner. Ultimately, the quality of our design is reflected in the accuracy and completeness of the construction plans which we are responsible for assembling. Plan errors or omissions can negatively impact the quality of a project by leading to compromises in the ideal design, increased delays during project construction, or increased construction costs. One notable area where a significant amount of construction plans have been deficient is in the design of form grade sheets. Because of a limited amount of guidance concerning requirements for form grades, our division has not consistently included necessary sheets within the final plans. My proposed quality improvement plan would involve establishing written guidelines for the use of form grade sheets and then utilizing training sessions to relay this information to the designers who need it. Ideally, this plan would help avoid the omission of necessary form grade sheets in future plans, which would in turn allow us to better fulfill our agency's mission.

#### **Author's Perspective:**

"Our MCPM program is full of valuable insights which help lead to more effective communication, management, and teamwork on the job. The knowledgeable and experienced CPM instructors create a positive learning environment by showing enthusiasm for the subjects they teach. I particularly enjoyed the classroom interaction between managers from different state agencies, which provided a unique perspective not offered in other programs."

~Greg Williams, MS Department of Transportation

## TRAINING PROCEDURE FOR ENGINEER INTERNS (Level 3 Project)

Authors: Nick J. Altobelli, P.E. and Michael Cresap, P.E.

#### **Project Synopsis:**

Well trained employees are a valuable asset to any agency. In our division, engineer managers, supervisors and interns met to discuss ways to improve our current training procedure. Through this discussion, many deficiencies were identified and ideas for improvement were explored. The group created a list of proficiencies that newly hired engineers must master. This list was further developed into a chronological outline which became the foundation of a new training procedure. From the identified training proficiencies, duties and performance standards were developed for the Performance Appraisal Review Report. This report was used to evaluate the performance of the engineer intern and to gage how well the new training procedure worked. Improvement was noted in all areas of the engineer intern's abilities. The division continues to use this training procedure and evaluation process for all newly hired engineer interns. Engineer managers, supervisors and interns will continue to monitor the training needs and adjust the procedure as necessary.

#### **Author's Perspective:**

"The MCPM Program has enabled me to become a better manager filling a void in my training as engineer. I am able to see the whole person and understand that each individual has certain emotional motivators. These skills make it much easier to coach and guide team members in accomplishing their tasks and achieving their goals."

~Nick J. Altobelli, MS Department of Transportation

#### **Author's Perspective:**

"The MCPM Program has given me the tools to become a better manager. The knowledge I have gained through this training has made me realize how important leadership skills and communication are to the success of an organization."

~Michael A. Cresap, MS Department of Transportation

#### **History:**

The Mississippi Department of Transportation (MDOT) was created in July 1992 as the result of legislation that was passed to enhance the efficiency and coordination of state transportation agencies. This brought together into one agency the following transportation services: the Mississippi State Highway Department, Public Transit, Weight Enforcement, Rail Planning and Safety, Aeronautics and the Office of State Aid. With the passage of the MDOT legislation, the Highway Commission became the Transportation Commission, reflecting its expanded scope of duties. The Commission still consists of three elected officials, one from each Mississippi Supreme Court district.

#### Mission:

The Mississippi Department of Transportation is responsible for providing a safe intermodal transportation network that is planned, designed, constructed and maintained in an effective, cost efficient and environmentally sensitive manner.

# MODEL PROJECTS FROM THE MS DEVELOPMENT AUTHORITY Mr. Gray Swoope, Executive Director

#### **Benefit to the Agency**

"MS Development Authority (MDA) is committed to offering programs and services that improve the quality of life for our citizens and enhance the economic growth and prosperity of the State of Mississippi. We can't accomplish this mission without employing people who exhibit leadership potential. The Certified Public Manager (CPM) Program has proven to be a catalyst for developing that potential for leadership by requiring practical application of leadership principles into the CPM training program. MDA employees who participate in the CPM program return to work with more highly developed project management skills and a greater awareness of how they can contribute to quality improvement in their individual work areas. We consider the CPM Program a valuable partner in helping MDA accomplish our mission on a daily basis."

~Gray Swoope, Executive Director, MS Development Authority

### QUALITY IMPROVEMENT PLAN: THE NEED FOR CONTINUITY OF OPERATIONS PLANNING (Level 4 Project)

Author: Jan R. Sims

#### **Project Synopsis:**

Preparing for continuity of operations in the event of an emergency is a good business practice because it enables agencies to continue the essential functions on which their customers depend. Planning for the continuity of operations in an emergency is part of the fundamental mission of all agencies as responsible and reliable public institutions. Today's changing threat environment has increased the need for Continuity of Operations Plans (COOP) and capabilities.

The legal basis for establishing a COOP program is well documented. The practical need for COOP planning has been demonstrated by the devastation Mississippi families and businesses experienced in the aftermath of Hurricane Katrina. It is up to us as responsible agency managers to implement COOP planning in our agencies so that Mississippi continues to be well represented by her citizens in response to emergencies.

#### **Author's Perspective:**

"Through my participation in the MCPM Program, I have been equipped with managerial knowledge and insights that would have taken me many years to learn in a single work setting. The experience I've gained interacting with other managers in group projects and the knowledge I've gained in class from the instructors will continue to benefit me for the rest of my career."

~Jan R. Sims, MS Development Authority



# WELCOME CENTER UNIFORM INVENTORY AND DISTRIBUTION SYSTEM

(Level 3 Project)

Author: Bobbie Tate

#### **Project Synopsis:**

The value of an asset will be diminished if it is not accessible to those who are to utilize it. The uniforms possessed by the Mississippi Welcome Center were not well organized or inventoried and the method of distributing these uniforms to the employees in need of them was less than efficient. By gathering information, organizing and sharing it with Welcome Centers around the state, we were able to streamline the system for uniform distribution and storage. Improvements were noted in all aspects of this system both by employees located at the distribution center, and those elsewhere in the state who desired to acquire a uniform. The systems we developed are flexible and allow for the collection of information which can be used in the future for development of a website which will further improve upon the process.

#### **Author's Perspective:**

"The CPM training provided the fundamentals needed to enhance the flexibility and understanding of everyday management practices. It also revolutionize the way people manager and how management material is processed, developed, and distributed."

~Bobbie Tate, MS Development Authority

#### **History:**

The Mississippi Development Authority has undergone many changes since its inception in 1936 when the Mississippi legislature launched an economic development program referred to as the "Balance Agriculture with Industry" program. During the 1940 legislative session, the 1936 act was repealed and superseded by a statute abolishing the State Industrial Commission and the State Planning Commission, transferring their function to a newly created Mississippi Board of Development. The Board functioned primarily as a coordinating agency to assist the local governments and state departments in preparing their planning programs. In 1944, the state legislature passed House Bill 176, which was a second "Balance Agriculture with Industry" bond program replacing the Board of Development with the Agricultural and Industrial Board (A & I Board). From the 1940's through the 1970's, members of the A & I Board focused their attention on needs, including the need for industrial research to answer all questions asked about Mississippi by interested industrial prospects; the need for vocational and technical training of young Mississippians to assure a constant supply of skilled labor for the many new industries

springing up in the state; and the need for marketing of products grown, processed and manufactured in the state. Their work culminated in ground-breaking legislation, including the "Bill of Rights for Industry" which authorized political subdivisions to issue revenue bonds; the "Pursuit of Excellence" program for vocational-technical training in the state's junior colleges; the construction of the Research & Development Center, the A & I Board's research partner; the Mississippi Marketing Council, which first sponsored international trade missions to export the state's manufactured goods; and the Office of Minority Business Enterprise, established as a joint venture by the state and the U.S. Department of Commerce to assist new and existing minority business ventures. In 1979, the functions of the A & I Board were reorganized under the Mississippi Department of Economic Development, responsible for the coordination of all functions of state government relating to economic development and tourism. The business development functions of the Research and Development Center merged with the Department of Economic Development in November 1988, and in July 1989 six organizational entities concerned with economic development were added and the Department was renamed the Mississippi Department of Economic and Community Development. The most recent changes occurred in November 2000 when the name was changed to Mississippi Development Authority as a result of the Advantage Mississippi Initiative legislation, which amended existing economic development programs and created new and innovative incentives designed to position Mississippi as a leader in the global marketplace. Today, the Mississippi Development Authority is the State of Mississippi's lead economic and community development agency. Nearly 300 employees are engaged in providing services to businesses, communities and workers in the state. While the agency is best known for its efforts to recruit new businesses to Mississippi, the Authority provides services to promote tourism, help communities improve their quality of place, help existing employers identify and meet opportunities and challenges and help workers improve their skills – all with the goal of improving the quality of life and economic well-being of Mississippians.

#### Mission:

Mississippi Development Authority's mission is to foster a strong state economy and vibrant communities through innovation, use of talent and resources to improve our citizens' lives.

# MODEL PROJECT FROM THE MS INSURANCE DEPARTMENT Mr. George Dale, Commissioner

#### **Benefit to the Agency**

"The Certified Public Manager Program has provided numerous opportunities for growth for our employees. This training curriculum successfully builds employee management and leadership skills. I have noticed a vast difference in the quality of decisions made and the work consistency demonstrated by our employees who have graduated from the program. Additionally, it has provided opportunities to affect change in the way we do our work and in the services we provide to the public so that we can be more efficient in our jobs."

~George Dale, Commissioner, Mississippi Insurance Department

# IMPROVING RESPONSE TIME FOR TELEPHONIC COMMUNICATION- QUALITY IMPROVEMENT (Level 5 Project)

Author: Wanda Magers

#### **Project Synopsis:**

The Mississippi Insurance Department has benefited in the project of improving the response time for incoming calls from our customers which has enhanced the overall efficiency of our contact center operations. Several obstacles prevented the implementation of quality improvement in the workplace. Primarily there was not enough staff allocated to dedicate the time and effort that is required for prompt and efficient customer services. Performance measures were documented through a phone survey and post training survey, staff meetings, reports and observation of staff. Staff duties were changed requiring additional technical proficiency. All staff is now cross-trained in the various licensing positions in order to anticipate our customer needs and expectations when answering the telephone. Quality improvement results include 10% decrease in call time, 13% decrease in call holding, 11% decrease in missed calls and 60% increase in calls answered. We will continue to monitor and measure the effectiveness of our call center to answer our customer needs.

#### **Author's Perspective:**

"By participating in the CPM program I have been able to systematically address agency needs through process improvement projects and implementation of new approaches for quality improvement."

~Wanda Magers, MS Insurance Department

#### **History:**

The Mississippi Insurance Department (MID) was created as a separate department by an Act of the Mississippi Legislature, effective March 1, 1902. The Act provided for the election of an Insurance Commissioner at the general election of 1903. The Commissioner of Insurance is elected to a four-year term and may be re-elected. In 1975, George Dale became the 10<sup>th</sup> and youngest Insurance Commissioner elected in Mississippi history. In his eighth term, Commissioner Dale is the longest-serving insurance commissioner in the United States. The Commissioner is charged with execution of all laws relative to insurance companies, corporations, associations and fraternal orders, their agents and adjusters. The Commissioner is also the State Fire Marshal, enforces the National Fire Protection Association Code, administers the Mississippi Fire Prevention Code, through the Fire Service Development Division, established guidelines, use and accountability for municipal and county fire protection funds, administers the Liquefied Compressed Gas Equipment Law, and the State Fire Academy. In addition, Commissioner Dale serves on 14 boards and associations.

#### Mission:

The mission of the Mississippi Insurance Department is to impartially enforce the laws and regulations enumerated in <u>Mississippi Code Ann.</u> Section 83-1-1 et seq., thereby creating an environment conducive to a competitive marketplace for the sale of insurance products and services while providing the State's citizens with the maximum amount of consumer protection. Our aim is to create the highest degree of economic security, quality of life, public safety and fire protection for the State's citizens at the lowest possible cost. To accomplish this mission, we are committed to providing assistance to our customers in a timely, caring and ethical fashion.



# MODEL PROJECTS FROM THE MS PUBLIC EMPLOYEES' RETIREMENT SYSTEM

Ms. Pat Robertson, CPM, Executive Director

#### **Benefit to the Agency**

"The Mississippi Certified Public Manager Program has provided an effective foundation for developing the essential skills and functions of managers at all levels of state government. Through the CPM Program, Public Employees' Retirement System staff members have expanded their leadership skills and professional relationships to better serve our customer's needs. The CPM Program has also been a valuable resource in promoting employee development and retaining a talented, flexible and teamwork focused staff. We continue our enthusiastic support of the CPM Program and its role in building strong, successful governmental organizations."

~Pat Robertson, CPM, Executive Director, MS Public Employees' Retirement System

# HELLO! HELLO! IS ANYBODY THERE? (Level 5 Project)

Author: Robert J. Rhoads

#### **Project Synopsis:**

Providing outstanding service to our customers is a part of the mission of our organization. The Membership Services Section of the organization is directly involved in meeting the needs of our customers through a wide variety of customer service oriented activities including handling a daily average of 600 incoming telephone calls routed through the Information (Call) Center. With this project, a Customer Service Task Force was established which, among other tasks not related directly to this project, explored available options for automatically answering calls rather than issuing a busy signal when all customer service representatives were unavailable. The members of the Customer Service Task Force reviewed the volume of calls received through the main telephone numbers, evaluated how those calls were handled, and analyzed alternatives to identify a feasible solution for answering calls other than the busy signal. As a result of this project, a call queue was established in August 2006 to place a maximum of three (3) callers on hold for up to three (3) minutes when all customer service representatives are handling other calls. If a customer service representative does not become available within three (3) minutes, the call is routed to a cover group outside the call queue so that someone outside the Information Center will answer the call.

#### **Author's Perspective:**

"Participation in the Certified Public Manager Program provides an excellent opportunity for public employees to improve their management, leadership, and communication skills. The

various work-related projects and reports that participants are required to complete throughout the program provide opportunities for employees to "think outside the box" and lead to a more dynamic and customer-centered public workforce."

~Robert J. Rhoads, MS Public Employees' Retirement System

## QUALITY IMPROVEMENT OF THE PERS RETIREMENT ESTIMATE OF BENEFITS

(Level 4 Project)

Author: Elizabeth Rowzee

#### **Project Synopsis:**

PERS is committed to providing outstanding customer service, consistently striving to provide knowledgeable, timely, and courteous service to our customers, whether they are members, benefit recipients, employers, or others who interact with the System. The customer servicing areas of PERS are directly involved in meeting the needs of PERS customers through a wide variety of activities including providing information to members regarding their individual account information and future retirement benefits. Improvement is needed to the *Estimate of Benefits* PERS staff currently provides plan participants to make the document simpler and more easily understandable. How do we evaluate and measure the quality and effectiveness of this informational document? A quality assurance plan is recommended to modify and update the document and review customer satisfaction, using their input to keep the document current and efficient, making improvements where needed. Specific recommendations from both a PERS-staff task force and PERS participants are required to improve the quality of this service that PERS provides its members.

#### **Author's Perspective:**

"I have really enjoyed the CPM Program and have learned a great deal and met many contacts with whom I have shared both the CPM experience and state employment!"

~Elizabeth Rowzee, MS Public Employees' Retirement System

#### **History:**

Established by the Mississippi Legislature in 1952, the Public Employees' Retirement System of Mississippi (PERS) currently provides benefits to over 72,000 retirees/beneficiaries and future benefits to more than 250,000 current and former public employees. PERS is the retirement system for nearly all non-federal public employees in the state serving current and former employees of the state, public school districts, municipalities, counties, community colleges, state universities and such other public entities such as libraries and water districts.

#### Mission:

The Public Employees' Retirement System of Mississippi is committed to providing secure retirement benefits and outstanding service to its current and future retirees.

## MODEL PROJECTS FROM THE MS STATE TAX COMMISSION

Mr. Joseph L. Blount, Executive Director

#### **Benefit to the Agency**

"Four the three years that I have been Commissioner of Revenue for the State Tax Commission, we have utilized the Certified Public Manager Program to develop and enhance the leadership skills of our employees in a cost-effective manner. In addition, it has provided our employees with networking opportunities with employees of other agencies and exposed them to the many different facets of state government."

~Mr. Joseph L. Blount, Executive Director, MS State Tax Commission

### QUALITY IMPROVEMENT PLAN: REVISION OF THE CURRENT 1201 FORM (Level 4 Project)

Author: Jennifer S. Summerlin

#### **Project Synopsis:**

The topic I have chosen for my quality improvement plan is how to revise the current 1201 form used at my agency. This form entitled Request for Computer Privileges (also known as the 1201 form) is the official document used to request, change or revoke computer privileges for a user. This form has not been updated since April of 2002, and many things have changed since that time including the standard software and custom developed applications that are available to our users. There are also ways this form could be redesigned to improve the assignment and routing process that is used to ensure that the request is completed. The development of a quality improvement plan for this form could be beneficial for all users. It could make it easier for the customer to request what they need as well as streamline the process used to ensure the request is completed.

#### **Author's Perspective:**

"I have learned so much from the CPM Program and I only wish I had been able to attend earlier in my management career. I feel CPM should be required for all managers because this program provides information that is essential in developing non-technical skills. In addition to the knowledge you gain, you also have the opportunity to meet and work with a variety of people from many different agencies which is a great experience."

~Jennifer S. Summerlin, MS State Tax Commission



## WELLNESS AT WORK (Level 3 Project)

Author: Jennifer Wentworth

#### **Project Synopsis:**

The essence of wellness is a person maintaining a healthy lifestyle by taking a proactive approach to healthcare. Wellness at work is an emerging concept in cost management for business. For an employer, a wellness program can reduce healthcare costs and absenteeism and generated higher productivity, increased employee loyalty and better employee morale. This project will help my agency create awareness for the importance of a healthy lifestyle for its employees. We will explore options for creating this awareness based on the demographics of our employees as well as the cost/benefit involved in the process. We chose to conduct a health fair, perform a survey of basic health knowledge on the participants of the fair and assign responsibility for future wellness functions to a committee. The goal set for participation in the health fair was 20%, and we attained almost 50% participation. The information gained during the health fair will be used to guide the focus of future wellness events, and it will be used as a baseline for future evaluations. A committee already in place in the agency has taken on the task of planning future events. Hopefully, this project is just the beginning of a culture of wellness for my agency.

#### **Author's Perspective:**

"As a participant in the MCPM Program, I have learned new methods to communicate effectively with not just my employees, but also others in my agency. I have also enjoyed the opportunity to meet and network with others in state government. On several occasions, I have used the contacts made with other participants in the program to research and resolve issues."

~Jennifer Wentworth, MS State Tax Commission

#### **History:**

A board of State Tax Commission was created in 1916 to remedy a situation that affected, to a growing degree, the revenues of the State which were realized from the levy of ad valorem or property taxes. This source of revenue produced the greater amount of the funds required to support the several necessary functions of state government.

The Commission continues to have a three member commission appointed by the Governor for six-year terms. One of the members is appointed as the Chairman and Commissioner of Revenue with responsibilities of managing the agency and its 776 positions.

#### Mission:

The fundamental mission of the Mississippi State Tax Commission is to be the mechanism through which the citizens of the State of Mississippi fund their public services.



## MODEL PROJECTS FROM THE MS STATE PERSONNEL BOARD

Mr. Don Thompson, Executive Director

#### **Benefit to the Agency**

"The CPM Program offers great opportunities for management/leadership competency development in Mississippi state government. We are proud of our employees who have accomplished model projects as part of their participation in the program. It is an exemplary way to put into practice and apply what they have learned going through the program. These employees have demonstrated their talent and commitment to the State Personnel Board as outstanding participants in the CPM program. Our goal is to develop great leaders in public service and we believe we are providing the resources and tools to accomplish this through the CPM program. Through this support and training, we hope to retain these star employees in government and our organization."

~Mr. Don Thompson, Executive Director, MS State Personnel Board

# EXPOSURE AND IMPLEMENTATION OF INDIVIDUAL DEVELOPMENT PLANS IN THE OFFICE OF RECRUITMENTAND SELECTION (Level 5 Project)

Author: Margaret Tirey Keaton

#### **Project Synopsis:**

The Office of Recruitment and Selection (ORS) at the State Personnel Board is committed to providing the very best services to our customers; therefore, there is a need for tools which encourage employee development to increase our skill levels and develop new required competencies. In this project, Individual Development plans (IDPs) are introduced to selected employees. A number of meetings were held with the ORS Director, SPB Assistant Directors, supervisors and subordinates to determine the best materials, formats, time frames, and procedures to utilize. This study involved an experimental group and a control group. A pre-test was developed and administered to all participants. The pre-test determined how much knowledge, experience, and level of acceptance each ORS employee had concerning IDPs. An employee assessment survey and a supervisor assessment survey were developed and administered to the experimental group to determine the proficiency level of certain competencies, and consequently, which competencies needed to be developed. Two stimuli were given to the experimental group, IDP information and an actual IDP form to complete. A posttest was administered to all participants. In the evaluation, the survey results show an increased level of acceptance and desire for usage of IDPS in the ORS among those who were exposed to the stimuli. The ORS will continually strive to develop and enhance the employees' competencies to provide their customers with the best possible services.

#### **Author's Perspective:**

"I am thankful to the State Personnel Board for giving me the opportunity to complete the Certified Public Manager's program. I am also thankful to my co-workers who performed my job while I was away taking CPM training. The program is well structured and taught by outstanding trainers. Participating in the CPM Program gave me the chance to learn effective managerial concepts and skills while gaining a better understanding of the operations of Mississippi state government. Most importantly, it gave me the opportunity to make lasting friendships with individuals who share similar insights and goals. Each level of the program was both fun and educational. I recommend this program to anyone who strives to be a valuable public servant." "Margaret Tirey Keaton, MS State Personnel Board"

## ONLINE CPM PROGRAM ORIENTATION (Level 4 Project)

Author: Jennifer P. Sledge

#### **Project Synopsis:**

The time and money associated with traveling to Jackson to attend training sessions at the State Personnel Board remain serious obstacles to individuals and agencies seeking to participate in the Mississippi Certified Public Manager (MCPM) Program. All participants must attend an orientation session prior to their participation in the MCPM Program. This required session is only two hours in duration, yet the travel time alone for many participants can be much longer. By providing an online alternative to the orientation session, both time and money for additional training sessions will be available. An online version of the orientation session will not only improve the quality of services provided to the participants and their agencies, it will also provide additional exposure to the MCPM Program. The orientation session will be provided through the Mississippi Enterprise Learning Management System (MELMS). MELMS is the database currently used for participant registration, participant transcripts, and course information and coordination.

## ONLINE CPM PROGRAM ORIENTATION IMPLEMENTATION (Level 5 Project)

Author: Jennifer P. Sledge

#### **Project Synopsis:**

The time and money associated with traveling to Jackson to attend training sessions remain serious obstacles to individuals and agencies seeking to participate in the Mississippi Certified Public Manager (MCPM) Program. Each program participant must attend an orientation session prior to enrollment in the MCPM Program. This required session is only two hours in duration, yet for many participants total travel time is much longer than the actual session. The purpose for providing an online version of the orientation session is to save both time and money for additional training sessions. Additionally, the online version of the orientation session has improved the customer service provided to the participants and their agencies. The orientation

session is provided through the Mississippi Enterprise Learning Management System (MELMS). MELMS is the database currently used for participant registration, participant transcripts, and course information and coordination.

#### **Author's Perspective:**

"For me, it is the real life application of the MCPM Program that makes it so valuable. This program offers best management principles and practices of government employees for government employees."

~Jennifer P. Sledge, MS State Personnel Board

# STANDARDIZE AND UPDATE WEB TRAINING COURSES AND COMPETENCY MATRIX (Level 3 Project)

Author: Shondra B. Houseworth, MBA

#### **Project Synopsis:**

Providing the best quality training to state governmental employees is the overall mission of the State Personnel Board Office of Training. One particular way is to make sure that the employees who are currently in our Training programs, as well as prospective participants, get the necessary information regarding our training programs. The Competency Matrix was updated to ensure that the competencies corresponded to the training courses. The Competency Matrix helps training participants and their employers decide what training they need to select in order to meet their training needs and improve their job skills. Course descriptions and the instructor biographical information were also updated. The overall goal of this project was to increase the efficiency and the effectiveness of the use of the training information on State Personnel Board's- Office of Training website. A survey regarding Professional Development training information on the SPB website was disseminated to various internal and external customers such as coworkers, HR Directors and Agency Training Coordinators. The survey was used as an evaluation tool to determine if the SPB Office of Training website information is helpful and user-friendly.

#### **Author's Perspective:**

"The CPM Program is a wonderful management program. It is a great tool to help employees increase their overall effectiveness as a state employee. The instructors were great and I enjoyed networking with the participants."

~Shondra B. Houseworth, MBA, MS State Personnel Board

#### **History:**

The Mississippi Classification Commission was established by the MS Classification Law of 1970. The Commission had the following responsibilities for the "classified service": 1) a classification plan, 2) a compensation plan and 3) certification of eligibility based on education and experience and/or examination. Prior to 1977, three separate merit systems operated in the state: 1) Public Health, 2) Public Welfare and 3) Employment Security. The MS Merit Council

established during the Regular 1976 Session (House Bill 721) of the Legislature, combined the three merit systems in 1977.

In 1980, pursuant to Senate Bill 2200 (Regular Session, Mississippi Legislature), the Mississippi Classification Commission and the coordinated Merit System Council were consolidated to form one personnel system—the State Personnel Board. Mississippi Senators Crook, Mulholland, Smith, Maloney, Waldrop, and Dearing authored Mississippi's Personnel Law because they foresaw the benefits to be derived from having a statewide personnel system. Having all positions registered with the Board greatly facilitated the Legislature's capability to track state service expenditures for personal services.

#### Mission:

Our mission is to ensure a quality workforce by:

- Anticipating customer needs
- Providing expert services;
- Delivering the best return on investment; and
- Exceeding our competition







## PURPOSE OF CPM LEVEL 4 TEAM PROJECTS

Level IV of the Mississippi Certified Public Manager Program offers free consulting services to public agencies through the use of project teams. Participants in this level of training are divided into four to six member teams, assigned a project at a state agency which has requested consulting services, and are required to develop a plan or recommendations for the agency. The teams are comprised of public employees that have diverse work experience and are highly educated. The projects range in scope from recruitment and retention strategies, combating negativity in the workplace, to developing and implementing dress codes. These services are a resource which can be utilized by all public agencies for development or revision of existing programs, policies, publications, or processes.

The following pages contain summaries of Level IV projects completed in 2007.

# PROJECT TITLE: Boswell Regional Center – Annual Workforce Training

#### Agencies represented on this team:

East MS State Hospital
MS Department of Corrections
MS Department of Finance & Admin.

MS Public Employees' Retirement System MS Dept. of Environmental Quality

#### Task:

Each year, Boswell Regional Center (BRC) is required to conduct training on workplace security, sexual harassment, and workplace harassment. Boswell Regional Center requested that a team make recommendations for an annual training session, including a PowerPoint presentation.

- A single presentation of one hour duration be developed covering all three topics.
- The current lecture format is maintained for another year.
- They can consider use of the MS Enterprise Learning Management System (MELMS) to deploy and track the use of the presentation.
- Boswell Regional Center can consider use of the MELMS to deploy and track use of the training video, it currently owns.
- They can solicit training materials developed by other state agencies or private firms to avoid stagnation of its annual training program.
- Boswell Regional Center can adopt a pre-test/post test format for its annual training session.
- They can also incorporate quotes and short notes in its quarterly newsletter about workplace harassment and workplace violence.

#### **PROJECT TITLE:**

### MS Dept. of Education – Competency Performance Evaluation System Pilot Program

#### Agencies represented on this team:

East MS State Hospital
MS Dept. of Environmental Quality
MS Development Authority

MS Department of Finance & Admin. State Aid to Road Construction

#### Task:

The Department of Education requested recommendations on implementing a Performance Evaluation Systems that includes competencies for the Dropout Prevention Division. The agency is requesting the group interview division members consisting of 2 Division Directors, 2 Projects Officers and 1 Education Specialist, make recommendations on appropriate behavioral anchors for the competencies, and make recommendations for the implementation of a pilot Competency Evaluation System for the division.

- They should utilize any incidental positive and/or negative feedback that the supervisor of each position may receive in any given year regarding how that employee conducted themselves in the pursuit of the division's goals.
- The supervisor should maintain documentation on each incident of positive feedback and on each incident in which one can substantiate that the employee did not meet expectations.
- Each supervisor would be responsible for keeping a separate file for each employee containing this feedback.
- The Performance Appraisal Review (PAR) component of this evaluation will follow all prescribed standards for PAR as set by the Department of Education. For this review system to be successful, each supervisor in this division will be responsible for establishing a Job Content Questionnaire (JCQ) specifically tailored to the duties of each position in their section. Following state guidelines, these JCQs would be updated on annual basis.
- The supervisor would observe and rate each employee on their PAR competencies.
- A survey will be sent out annually to each school district requesting feedback regarding any contact that district may have had over the preceding year with the Office of Drop-Out Prevention.
- They could also compile the annual statistics regarding whether or not the division's goals were met for that year.

# PROJECT TITLE: CPM Curriculum Committee – Review of the Mississippi CPM Approved Reading List

#### Agencies represented on this team:

Ellisville State School MS Dept. of Environmental Quality MS Department of Finance & Admin. North MS Regional Center

#### Task:

An integral part of the CPM program is the study of management theories, practices and successes and learning to translate that information and knowledge into public sector leadership. One of the core requirements is to complete two outside readings. The current reading list has become somewhat dated and has also become rather large. The scope of this project would be two fold: (1.) Make recommendations for a procedure for removing a book from the reading list as well as which books can currently be removed, and (2.) Make recommendations as to the "standards" for to use when adding new material to the reading list.

#### **Team Recommendations:**

#### Procedures for removing books from the list:

- Each book is proposed to the committee for removal at ten years after its date of publication.
- The committee will review abstracts from these books if available to determine if they should continue with the deletion of the book.
- Committee members will have the ability to mark certain books as "classics" and exempt them from the process of elimination.
- A form will be placed on the SPB website that would allow for the nomination of a book for removal by any CPM member or instructor.
- When it becomes evident that some materials have become overused they should be considered for removal to allow for greater creativity from course participants.

#### **Procedures for adding books from the list:**

- The process of gathering prospects for inclusion should be derived from current students, graduates, as well as instructors of the CPM Program.
- A form will be placed on the SPB website for nomination of new books.
- An article will also be included in the MSCPM newsletter encouraging the nomination of books for inclusion to the Approved Reading List.

#### PROJECT TITLE:

### MS Dept. of Finance/Administration—Pandemic Preparedness Plan

#### Agencies represented on this team:

Boswell Regional Center
MS Development Authority
MS Department of Environmental Quality

Public Employees' Retire. System MS Department of Transportation

#### Task:

Emergency planning is at the forefront of many agencies on the heels of our Hurricane Katrina experiences. Our newest challenge involves planning for a pandemic which will disrupt daily operations in the public and private sectors. There are many issues that require attention. Most agencies will identify their essential functions, essential personnel, work processes, and customer interface. The Office of Capitol Facilities provides one of the DFA essential functions, the custodial care, maintenance and security of the buildings within the Capitol Complex. The team was asked to focus on the identification of issues and concerns related to the above functions of the Capitol Facilities that need to be addressed in the Department of Finance and Administration planning process. In other words, what does Capitol Facilities need to do now to be better prepared to handle a pandemic both within the agency and throughout the Capitol Complex?

- DFA must review the policies and plans currently in place regarding emergency response and functioning, developing where necessary for the specific possibility of a pandemic. The agency must have a specific plan for interruptions to services and step-by-step guidelines for maintaining services.
- A plan for alternative staffing should be developed.
- Update current leave policy to reflect issues that may arise from a pandemic. Consider flexible work hours, staggered shifts, flexible worksites, etc.
- Each of the areas have "on call" strategies that include radio communication, pager availability, and other communication possibilities.
- The agency must be required to keep current its disaster telephone line and online information available to both the public and to DFA employees.
- Capitol Facilities needs an internal pandemic planning taskforce and should begin the process of expanding its intention of pandemic planning.
- The agency should consider issues such as building closures and/or consolidation of services provided within the Capitol Complex.
- A plan for transportation of essential employees should also be researched and developed.

# PROJECT TITLE: MS Public Employee's Retirement – Training Program

#### Agencies represented on this team:

East MS State Hospital
MS Dept. of Corrections
MS Dept. of Finance & Admin.

MS Dept. of Transportation MS State Tax Commission

#### Task:

The Public Employees' Retirement System is interesting in establishing an on-going well-structured training program for all PERS employees. The program should provide employees skills and knowledge needed to succeed in their current position and future at PERS. The program should match employee learning objectives with PERS' Mission and promote customer service (internal and external). The project should include recommendations on a mechanism to track employees' professional development during their career at PERS.

- Hire consultants to evaluate needs of the agency and to develop curriculum for each "stratum" of employee.
- Dedicate a part-time employee to be liaison between the consultants and management to ensure needs are discussed and desired results are attained.
- Use software already developed by MS Management and Reporting System MS Enterprise Learning Management System for tracking professional development during employee's career at PERS.

# July 9 -13, 2007 Team 1

# PROJECT TITLE: MS Development Authority – Electronic Filing System

#### Agencies represented on this team:

Boswell Regional Center Division of Medicaid Ellisville State School Information Technology Services MS Dept. of Environmental Quality South MS State Hospital

#### Task:

MDA is researching electronic filing systems for storage of "live" records, such as project files, regularly referenced historical records, and personnel files. They requested that the Level IV group investigate available systems and recommend one or two that will meet their needs.

- The team recommended that MDA form a committee consisting of representatives of each division, including IT management. The purpose of this committee would be to clearly identify the needs of each of the 14 divisions that make up MDA. Once a detailed list of requirements is compiled, it should be prioritized by importance.
- They also recommended that this process by facilitated by utilizing the MS Dept. of Information Technology Services since they are the IT purchasing and contracting agent for the state of MS.

# July 9 -13, 2007 Team 2

## PROJECT TITLE: MS Dept. of Mental Health (Central Office) – Staff Survey

#### Agencies represented on this team:

Ellisville State School
MS Dept. of Rehabilitation Services

MS State Personnel Board South MS State Hospital

MS Dept. of Transportation

#### Task:

The Dept of Mental Health is beginning the process of a complete revision of its Minimum Standards for Community Mental Health/Mental Retardation Services. All programs receiving funds from the DMH are required to meet these standards. While the standards describe the basics of the certification process, the agency would like to know what the staff who participate in the site visits think about it. For example, what practices/procedures are good, what needs changing and what may not be needed at all. The agency wants assistance with and recommendation for a survey that will provide staff the opportunity to provide useful information that can shape the certification process.

- Develop a cover letter that outlines the purposed of the survey.
- Administer the survey tool (online document; drop box.
- Present results in staff meeting.
- Follow-up.

# July 9 -13, 2007 Team 3

## PROJECT TITLE:

### **State Personnel Board – New Employee On-line Orientation**

#### Agencies represented on this team:

Boswell Regional Center East MS State Hospital Ellisville State School Information Technology Services South MS State Hospital MS Dept. of Transportation

#### Task:

The SPB thinks that because of technology, an on-line orientation model would greatly improve the efficiency and effectiveness of agencies orientation programs, while standardizing information common to all state employees. It would also allow individuals to complete the program in accordance with their individual schedules. Currently, the SPB knows very little about on-line orientations models. The SPB requests CPM IV participants to:

- 1. Identify similar programs in both the public and private sectors;
- 2. Develop a model (ideally, a narrative model with an accompanying graphic schematic) suitable for public agencies, particularly Mississippi State government agencies;
- 3. Identify potential advantages and disadvantages of the model;
- 4. Demonstrate how this model can be tailored to the needs of each of the 86 agencies under SPB purview;
- 5. Identify any costs associated with this model;

- Create a wave file for the on-line orientation which would allow the presentation to be read and to be heard.
- The team also suggested that the on-line orientation should be accessed on the SPB website as well as the state portal. A new employee will be required to view the SPB orientation before being allowed to log into the individual agency link.
- The team recommends that employees log in by using their ACE information. Once the employee views the SPB orientation, the employee will be required to complete a competency test. The software will be capable of immediately grading the tests and providing confirmation to the employee and the agency designee. Once the employee successfully completes the orientation test, the employee will then be allowed to log into the individual agency link to access more detailed information regarding the agency.

### LEVEL 4 TEAM PROJECT July 9 -13, 2007 Team 4

## PROJECT TITLE: MS Dept. of Mental Health (Central Office) – IT Survey

#### Agencies represented on this team:

Ellisville State School MS Dept. of Rehabilitation Services

MS Dept. of Environmental Quality MS State Hospital MS Dept. of Transportation

#### Task:

The agency wants assistance with and recommendations for a survey that will provide staff the opportunity to provide input on Information Technology (IT) needs for the Dept of Mental Health – Central Office. The agency is asking that the team meet with representatives from each division to determine the divisions current IT needs and "wants" for the future. The agency is interested in a working document to help coordinate IT purchases as well as recommendations on ways to maximize current IT capability.

#### **Team Recommendations:**

The team recommended the following:

- Development of a centralized database for each division.
- Standardization in the work flow.
- Access to an IT person for each division.
- Technical training (database, web application, email access, GIS mapping, etc.).
- Update current and purchase new software to accommodate the need of each division.
- Regional offices should be networked and VPN connections should be established for easy access.
- Forms, invoices, federal grant and tracking reports should be available online for easy access.
- Laptops, cell phones, PDAs and GPS devices should be purchased for field use.
- Convert all paper documents into digital format.

#### **PROJECT TITLE:**

## MS Dept. of Finance & Administration – Wellness Program Recommendations

#### Agencies represented on this team:

City of Columbus Ellisville State School MS Department of Health MS State Hospital North MS State Hospital

#### Task:

The Department of Finance and Administration requested that the CPM Level IV project team to identify Jackson area health clubs/facilities that offer state employee discounts with specific rate information (subject to change, of course). They also requested them to identify other potential incentives for state employees; recommend a wellness policy statement designed to promote exercise and healthy diets for state employees; and a means to provide paid time off for employees physical fitness efforts that could be monitored.

#### **Team Recommendations:**

The team recommended the following:

- Establishment of an on-site wellness center.
- Formation of a wellness committee to oversee the program.
- Utilize the Dept. of Finance & Administration intranet to inform employees of the wellness program benefits.
- Assess the program participants a monthly fee which could be payroll deducted to offset the cost of maintaining the wellness center.
- Continuing the Health Care Screening process for progress in employee's health (hypertension, diabetes, etc.).
- They recommended that the paid time off be 30 minutes a day, not to exceed 2.5 hours per week
- The on-site wellness center will be monitored by usage of the access user card/and or release time form.



#### Agencies represented on this team:

Ellisville State School Information Technology Services MS Dept. of Mental Health MS State Tax Commission State Fire Academy

#### Task:

MS State Hospital is requesting a review of its internal purchase requisition process. They asked that a team identify any problems that they may find within their current process and make recommendations that may allow for a more efficient process from those findings.

- They recommended that administrators and/or assistant administrators check the budget each morning to verify sufficient funds before the request is sent to the Purchasing department.
- Ensure all pertinent information is on the request by allowing the flexibility of the administrators to contact vendors of items being requested and to obtain prices and a full description of items to be placed on the purchase request prior to the delivery of the request to the Purchasing Department.
- They recommended that administrators and assistant administrators have access to the current on-line purchasing/tracking database and that MS State Hospital provide them with an inservice training course on proper use of this system.
- The team recommended that the current form be revised to include a justification for purchase, additional signature lines for the Administrator of the area making the purchase as verification of available funds, as well as the signatures of purchasing department and the business office.

#### **PROJECT TITLE:**

### MS Department of Archives & History-Training Expense Payback Policy

#### Agencies represented on this team:

City of Columbus
East MS State Hospital
MS Dept. of Mental Health

MS Dept. of Rehabilitation Services MS Dept. of Transportation

#### Task:

The MS Dept. of Archives & History (MDAH) currently has training payback policies for management training and for computer training. They requested the team to revise the payback policies and request input and recommendations from the project team. They also requested that the team contrast the need for the Department to provide work-related technical training, professional development, and management training with the need to retain well trained staff.

- The team recommended to eliminate the MDAH current training payback policy for the following reasons:
  - Low turnover rate (13%) due to staff having a love for history and being comfortable in the working environment.
  - o There has never been a need to use the policy, nor has it ever been enforced.
  - Current employment climate demands continuing training opportunities without threat of "potential punishment" (i.e. payback of compensation and other fees).
- The team recommended open enrollment in the CPM Program.
- Revise the procedure for attending training: Any interested employee requests an application from their immediate supervisor. The completed application is returned to the immediate supervisor. The application is submitted to the Division Director. If the Division Director approves the application, it is then forwarded to the Director of Human Resources for approval. Any number of employees may participate in management training within any fiscal year.

# PROJECT TITLE: MS State Personnel Board— Employee Recognition Program

#### Agencies represented on this team:

Columbus Fire Department Division of Medicaid Ellisville State School MS Dept. of Mental Health MS State Tax Commission

#### Task:

The agency is in the process of creating and implementing an Employee Recognition Program. The focus of the request is for recommendations on who may be recommended, how selections should be made, if there is a selection panel – how should it be made up, and what type of award/recognition can be given? The agency has requested recommendations on:

- 1) Guidelines for administration of the program
- 2) Policies and Procedures for the implementation and administration of the program

#### **Team Recommendations:**

The team recommended the following:

- Form an employee recognition committee which consists of chairperson and 7-10 SPB employees.
- Form a selection panel comprised of the Executive Director, Management, and entry level positions
- Donations of \$5.00 per month from each member of senior staff
- The awards will be: Employee of the Quarter/Year; Supervisor of the Year; Longevity Service Award; and Retirement Recognition

#### **PROJECT TITLE:**

## **Boswell Regional Center-**

### **Employee Recognition Program for the Professional/Support Staff**

#### Agencies represented on this team:

City of Columbus MS State Tax Commission
Public Employees' Retirement System MS Dept. of Transportation
State Personnel Board

#### Task:

The Department of Mental Health has a direct care worker employee of the month/year program. However, there is not a recognition program for the professional/support staff. They would like to recognize kitchen workers up to bureau directors. In other words, all staff beyond the Direct Care Worker series. They have a very limited budget. Thus, they do not see funds coming from the facility. There needs to be a creative program for staff recognition excluding facility funding.

- The team recommended the following:
- Boswell Regional Center have an Employee of the Month and an Employee of the year
- Develop a birthday calendar to be displayed each month in the display cases in each area
- Develop an anniversary recognition program At each five year increment (15, 20, 25 and 30 years) of service.
- Funding would come from family and friends, employees and outside sponsors.